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Proposed programme budget for the biennium 2014-2015*

Part I
Overall policymaking, direction and coordination

Section 1
Overall policymaking, direction and coordination**

Contents

		Page
Overview		3
	Overall orientation	4
	Overview of resources	4
A.	Policymaking organs	13
	1. General Assembly	14
	2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	16
	3. Committee on Contributions	18
	4. United Nations Board of Auditors (including its secretariat)	18
	5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	20
	6. Committee for Programme and Coordination	21
	7. Independent Audit Advisory Committee	22

* A summary of the approved programme budget will be issued as A/68/6/Add.1.

** A/67/6/Rev.1.

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B. Secretary-General 23

C. Executive direction and management 24

1. Executive Office of the Secretary-General 26

2. Office of the Director-General, United Nations Office at Geneva 28

3. Office of the Director-General, United Nations Office at Vienna 29

4. Office of the Director-General, United Nations Office at Nairobi 31

D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict 32

E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict 39

F. Office of the Special Representative of the Secretary-General on Violence against Children 44

G. Office of the United Nations Ombudsman and Mediation Services 53

H. Office of Administration of Justice 56

I. Ethics Office 61

J. United Nations Partnerships Facility 66

Annex***

Organizational structure and post distribution for the biennium 2014-2015 73

*** The present report does not contain an annex III on follow-up action taken to implement relevant recommendations of the oversight bodies or on outputs included in the biennium 2012-2013 not to be delivered in 2014-2015, as these are not applicable to section 1.

Overview

Table 1.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	112 007 400
Technical adjustments (delayed impact and removal of non-recurrent requirements)	(2 821 500)
New mandates, growth and inter-component changes	8 365 600
Changes in line with General Assembly resolution 67/248	(1 380 400)
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015[b]	(102 600)
Total resource change	4 061 100
Proposal of the Secretary-General for 2014-2015[a]	116 068 500

[a] At 2012-2013 revised rates.

[b] A/67/529 and Corr.1.

Table 1.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2012-2013	220	1 DSG, 5 USG, 2 ASG, 8 D-2, 16 D-1, 32 P-5, 28 P-4, 25 P-3, 5 P-2/1, 11 GS (PL), 79 GS (OL), 8 LL
New	3	1 USG, 1 D-2, 1 P-5 for the United Nations Partnerships Facility
Reclassification	2	1 P-5 to P-4, under the Office of the Director-General at Vienna; 1 P-5 to P-4, under the Office of the Director-General at Nairobi
Conversion	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL) from XB to RB under the Office of the Special Representative of the Secretary-General on Violence against Children
Redeployment	2	1 P-4 and 1 GS (OL) from the Executive Office of the Secretary-General to the United Nations Partnerships Facility
Abolishment	(7)	1 D-1, 1 P-5, 1 P-2 under the Executive Office of the Secretary-General; 1 GS (OL) under the secretariat of the Advisory Committee on Administrative and Budgetary Questions; 1 GS (OL) under the Office of the Director-General at Geneva; 1 GS (OL) under the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict; 1 GS (OL) under the Ethics Office
Proposed for the biennium 2014-2015	226	1 DSG, 6 USG, 3 ASG, 9 D-2, 15 D-1, 31 P-5, 33 P-4, 28 P-3, 4 P-2/1, 12 GS (PL), 76 GS/OL, 8 LL

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NS, National staff; NPO, National Professional Officer; NRL, non-reimbursable loan; OL, Other level; PL, Principal level; RB, regular budget; SS, Security Service; TC, Trades and Crafts; UNV, United Nations Volunteers; USG, Under-Secretary-General; XB, extrabudgetary.

Overall orientation

1.1 Provision is made, under subsection A below for the General Assembly, including travel resources for up to five representatives of Member States that are least developed countries to sessions of the Assembly, the requirements of the Presidents of the Assembly and backstopping to be provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. Provision is also made for the subsidiary organs of the Assembly whose terms of reference involve matters of general application to the activities of the Organization as a whole, namely, the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), the Committee on Contributions, the Board of Auditors (including its secretariat), the Committee for Programme and Coordination, the Independent Audit Advisory Committee, and for the participation of the United Nations in the costs of the secretariat of the United Nations Joint Staff Pension Fund.

1.2 The requirements directly attributable to the Secretary-General are set out in subsection B.

1.3 In subsection C, provision is made for the overall executive direction and management of the Organization, namely, the Executive Office of the Secretary-General, the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi.

1.4 Provisions for the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, which was previously funded through extrabudgetary resources and is now, for the first time, proposed to be funded under section 1 of the proposed programme budget, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice, the Ethics Office and the newly proposed United Nations Partnerships Facility are reflected under subsections D to J, respectively.

Overview of resources

1.5 The overall resources proposed for the biennium 2014-2015 for this section amount to $116,068,500 before recosting, reflecting a net increase of $4,061,100 (or 3.6 per cent) compared to the 2012-2013 budget at revised rates. Resource changes result from four factors, namely (a) technical adjustments relating to the removal of non-recurrent requirements and the delayed impact of new posts approved in 2012-2013; (b) new or expanded mandates and inter-component changes; (c) resource changes in line with General Assembly resolution 67/248; and (d) resource changes reflected in the report of the Secretary-General on the budget outline for 2014-2015.

1.6 The distribution of resources is reflected in tables 1.3 to 1.6 below.

Table 1.3 **Financial resources by component**
(Thousands of United States dollars)

(1) *Regular budget*

			Resource growth								
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)*	*New mandates, growth and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report*[a]	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. Policymaking organs	35 335.9	36 025.7	–	–	–	–	–		36 025.7	1 606.5	37 632.2
B. Secretary-General	2 261.5	2 437.2	–	–	–	–	–		2 437.2	113.4	2 550.6
C. Executive direction and management	36 739.2	37 422.6	424.6	(1 229.6)	(1 051.5)	(102.6)	(1 959.1)	(5.2)	35 463.5	970.1	36 433.6
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	3 344.9	3 828.0	–	–	(111.0)	–	(111.0)	(2.9)	3 717.0	118.4	3 835.4
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 370.7	3 446.7	–	–	(100.0)	–	(100.0)	(2.9)	3 346.7	105.2	3 451.9
F. Office of the Special Representative of the Secretary-General on Violence against Children	–	–	–	4 875.3	–	–	4 875.3	–	4 875.3	167.7	5 043.0
G. Office of the United Nations Ombudsman and Mediation Services	6 057.7	7 189.2	162.1	–	–	–	162.1	2.3	7 351.3	201.4	7 552.7
H. Office of Administration of Justice	17 505.4	17 228.6	(3 043.2)	3 194.6	–	–	151.4	0.9	17 380.0	556.7	17 936.7
I. Ethics Office	3 630.9	4 064.4	–	–	(117.9)	–	(117.9)	(2.9)	3 946.5	141.3	4 087.8
J. United Nations Partnerships Facility	–	–	–	1 525.3	–	–	1 525.3	–	1 525.3	781.1	2 306.4
K. Sri Lanka Internal Review Panel	–	365.0	(365.0)	–	–	–	(365.0)	(100.0)	–	–	–
Subtotal	**106 246.2**	**112 007.4**	**(2 821.5)**	**8 365.6**	**(1 380.4)**	**(102.6)**	**4 061.1**	**3.6**	**116 968.5**	**4 761.8**	**120 830.3**

(2) *Other assessed*

	2010-2011 expenditure	*2012-2013 estimate*	*Source of funds*	*2014-2015 estimate*
A. Policymaking organs	6 674.6	8 661.2		9 056.4
B. Secretary-General				
C. Executive direction and management	2 054.1	1 939.3		2 160.6
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict				
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict				
F. Office of the Special Representative of the Secretary-General on Violence against Children				
G. Office of the Ombudsman and Mediation Services	2 783.1	3 423.5		3 789.0
H. Office of Administration of Justice	303.5	223.6		302.2
I. Ethics Office	2 167.3	2 299.3		2 684.6
J. United Nations Partnerships Facility				
Subtotal	**13 982.6**	**16 546.9**		**17 992.8**

(3) *Extrabudgetary*

	2010-2011 expenditure	*2012-2013 estimate*	*Source of funds*	*2014-2015 estimate*
A. Policymaking organs	18 239.3	20 420.8		20 463.1
B. Secretary-General				
C. Executive direction and management	20 080.1	18 508.5		13 365.2
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	281.2	496.5		689.0
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 348.7	1 462.1		1 459.4
F. Office of the Special Representative of the Secretary-General on Violence against Children				
G. Office of the Ombudsman and Mediation Services				
H. Office of Administration of Justice	40.9	24.7		20.0
I. Ethics Office	1 023.6	1 364.2		1 600.0
J. United Nations Partnerships Facility				12 855.9
Subtotal	**41 013.8**	**42 276.8**		**50 452.6**
Total	**161 242.6**	**170 831.1**		**189 275.7**

[a] A/67/529 and Corr.1.

Table 1.4 Post resources

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
Professional and higher										
DSG	1	1	–	–	–	–	–	–	1	1
USG	4	5	1	1	–	–	–	–	5	6
ASG	2	3	–	–	–	–	–	–	2	3
D-2	8	9	–	–	–	–	–	–	8	9
D-1	16	15	–	–	1	1	1	2	18	18
P-5	31	30	1	1	5	5	–	2	37	38
P-4/3	48	56	5	5	3	5	–	7	56	73
P-2/1	5	4	–	–	–	–	–	1	5	5
Subtotal	**115**	**123**	**7**	**7**	**9**	**11**	**1**	**12**	**132**	**153**
General Service										
Principal level	10	11	1	1	–	–	–	1	11	13
Other level	77	74	2	2	4	3	4	10	87	89
Subtotal	**87**	**85**	**3**	**3**	**4**	**3**	**4**	**11**	**98**	**102**
Other										
Local level	8	8	–	–	–	–	–	–	8	8
Field Service	–	–	–	–	–	2	–	–	–	2
Subtotal	**8**	**8**	**–**	**–**	**–**	**2**	**–**	**–**	**8**	**10**
Total	**210**	**216**	**10**	**10**	**13**	**16**	**5**	**23**	**238**	**265**

Table 1.5 General temporary assistance related to proposed abolishment of posts*

(Thousands of United States dollars)

Category and level (a)	Number of months (b)	Resources under general temporary assistance (c)
GS (OL)	11	70.5
GS (OL)	6	61.7
Total		**132.2**

* Non-recurrent general temporary assistance proposed to ensure continuity of funding for a limited period for 2 posts that are proposed for abolishment in table 1.4, but whose incumbents will retire during the biennium.

Table 1.6 **Distribution of resources by component**
(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Policymaking organs			
1. General Assembly	4.2		
2. Advisory Committee on Administrative and Budgetary Questions	7.3	2.3	
3. Committee on Contributions	0.5		
4. United Nations Board of Auditors	5.8	48.0	25.0
5. United Nations Joint Staff Pension Board	11.7		15.5
6. Committee for Programme and Coordination	0.6		
7. Independent Audit Advisory Committee	0.9		
Subtotal, A	**31.0**	**50.3**	**40.5**
B. Secretary-General	2.1		
C. Executive direction and management			
1. Executive Office of the Secretary-General	20.9	12.0	25.0
2. Office of the Director-General, United Nations Office at Geneva	5.7		1.5
3. Office of the Director-General, United Nations Office at Vienna	2.1		
4. Office of the Director-General, United Nations Office at Nairobi	1.9		
Subtotal, C	**30.6**	**12.0**	**26.5**
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	3.2		1.4
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2.9		2.9
F. Office of the Special Representative of the Secretary-General on Violence against Children	4.2		
G. Office of the Ombudsman and Mediation Services	6.3	21.1	
H. Office of Administration of Justice	15.0	1.7	
I. Ethics Office	3.4	14.9	3.2
J. United Nations Partnerships Facility	1.3		25.5
K. Sri Lanka Internal Review Panel			
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

1.7 Resource changes reflect a net decrease of $2,821,500 related to: (a) the net reduction of $3,043,200 under the Office of Administration of Justice related to the removal of non-recurrent resources associated with the discontinuation of the three ad litem judges of the United Nations Dispute Tribunal and respective staffing complement, partly offset by the delayed impact of a P-4 Legal Officer post approved in 2012-2013 for the United Nations Appeals Tribunal; and (b) the discontinuation of the one-time provision for the Sri Lanka Internal Review Panel ($365,000), offset in part by increases related to the delayed impact of three posts approved in the biennium 2012-2013 under Executive direction and management, for the Rule of Law Unit of the Executive Office of the Secretary-General (1 D-1), and the Office of the Director-General at the United Nations Office at Nairobi (1 P-4 and 1 Local level) ($424,600) and the delayed impact of the P-4 post approved for the United Nations Office of the Ombudsman and Mediation Services ($162,100).

New mandates, growth and inter-component changes

1.8 In its resolution 67/152, the General Assembly decided that, for the effective performance of the mandate of the Office of the Special Representative of the Secretary-General on Violence against Children and the sustainability of its core activities, it should be funded from the regular budget starting from the biennium 2014-2015. The proposed resources for the Office amount to $4,875,300 and comprise $3,316,400 to provide for the conversion of 10 extrabudgetary posts (1 Assistant Secretary-General, 1 P-5, 3 P-4, 3 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) and $1,558,900 in non-post resources.

1.9 In the context of the outcome documents of major conferences and summits and a number of resolutions of the General Assembly over the last 12 years, which consistently recognized and encouraged partnership with external actors, the Secretary-General is proposing the establishment of a new United Nations Partnerships Facility. The proposed resources amounting to $1,525,300 comprise $1,360,600 to provide for five posts (1 Under-Secretary-General, 1 D-2, 1 P-5, 1 P-4 and 1 General Service (Other level)) and $155,500 in non-post resources. The proposed resources for the United Nations Partnerships Facility are offset in part by the reduction of $1,229,600 under the Executive Office of the Secretary-General, including the abolishment of two posts (1 D-1 and 1 P-2) and the outward redeployment of two posts (1 P-4 and 1 General Service (Other level)) to the United Nations Partnerships Facility. The proposed net resources for the biennium 2014-2015, before recosting, for the new United Nations Partnerships Facility, after taking into consideration the reductions under the Executive Office of the Secretary-General, amount to $295,700.

1.10 Recalling paragraph 1 of article 5 of the Statutes of the United Nations Appeals Tribunal approved by the General Assembly in its resolution 63/253, which established that the Secretary-General will make the administrative arrangements necessary for the functioning of the Appeals Tribunal, including provisions for the travel and related costs of staff whose physical presence is deemed necessary by the Appeals Tribunal and for judges to travel as necessary to hold sessions in Geneva and Nairobi and further considering that, in accordance with article 4 of the Statutes of the United Nations Appeals Tribunal, the judges may decide to hold sessions in each of the three duty stations (New York, Geneva or Nairobi), as required by its caseload, the Secretary-General proposes additional resources amounting to $3,194,600, in line with the anticipated caseload of the tribunals. The proposed resources would provide for the continuation of the three ad litem judges of the United Nations Dispute Tribunal and respective complement staff comprised of six positions (3 P-3, 2 General Service (Other level) and 1 Local level) for 2014, the honoraria for the judges of the United Nations Appeals Tribunal and other related costs. The proposed resources do not provide for the continuation of the three ad litem judges and complement staff beyond 2014. Any additional resources deemed necessary for 2015 will be proposed in the context of the Secretary-General's report on the administration of justice at the Untied Nations, in accordance with the decision to be made by the General Assembly with respect to the interim independent assessment to the formal system of the administration of justice and the related level of resources.

Changes in line with General Assembly resolution 67/248

1.11 Resource changes of $1,380,400 are proposed in line with General Assembly resolution 67/248. The primary areas of resource changes in the amount of $1,336,200 are outlined in table 1.7 below.

Table 1.7 **Resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Executive direction and management** *Executive Office of the Secretary-General* Abolishment: 1 P-5 Senior Officer Reduction: Travel of staff	**Redistribution of work and greater efficiencies in the management of travel resources** Total reduction: $718,600 The related functions would be redistributed among the remaining staff of the Executive Office of the Secretary-General and result in an increased workload. Additional efforts will be made to seek further efficiencies in the management of travel resources, including through the combination of trips and through the use of other representational methods (e.g., videoconferencing).	–	–
2	**Executive direction and management** *Office of the Director-General at Geneva* Abolishment: 1 GS-OL Administrative Assistant	**Redistribution of work** Total reduction: $196,600 Functions would be redistributed among the remaining 6 GS-OL staff and would result in an increased workload. The preparation of documents, including its quality, timeliness and flow of information would be affected.	–	–
3	**Executive direction and management** *Office of the Director-General at Vienna* Reclassification: 1 P-5 Chief Representative, New York Liaison Office to P-4 Programme Management Officer	**Lower level of engagement in United Nations Office on Drugs and Crime New York Liaison Office** Total reduction $62,900 The ability of the United Nations Office on Drugs and Crime to engage at the senior level with relevant counterparts, including United Nations bodies in New York (General Assembly, Security Council and other subsidiary bodies) and missions not represented in Vienna which depend on the representation of the New York liaison office would be impacted.	–	–

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
		The Office would consider other means to interact and engage at a senior level with the respective bodies and other New York-based agencies through more direct interaction with the Senior Managers in Vienna and more strategic use of the New York Liaison Office.		
4	**Executive direction and management** *Office of the Director-General at Nairobi* Reclassification: 1 P-5 Senior Legal Adviser to P-4 Legal Adviser Reduction: Official travel	**Lower level of legal representation and reduced representation** Total reduction: $61,800 The level of legal representation, experience and legal skills of the office would be impacted. The Director-General would reduce her travel, which forms part of her political and representational functions.	–	–
5	**Children and armed conflict** Reduction: General temporary assistance Overtime: Travel of staff	**Quality and timeliness of reports and reduced international presence and cooperation** Total reduction: $111,000 Increased workload of staff and no capacity to react to short-term staffing requirements would mainly affect the quality and timeliness of reports. The reduced resources for official travel would affect the number of missions of the Special Representative of the Secretary-General and curtail political engagement, the capacity to develop closer cooperation with regional political and military organizations, the implementation of Action Plans, and the participation in international advocacy events.	–	–

Item	Net reductions in inputs	Description	Reductions in the volume of outputs	Reductions in performance targets
6	**Sexual violence in conflict** Abolishment: 1 GS-OL Administrative Assistant Increase: General temporary assistance	**Redistribution of work** Total net reduction: $100,000 The quality and timeliness of the administrative work of the Office would be affected. The impact would be addressed through the redistribution of work and through the use of general temporary assistance.	–	–
7	**Ethics Office** Abolishment: 1 GS-OL Administrative Assistant Increase: General temporary assistance	**Redistribution of work and reduced capacity to respond to ethics advisory requests in a timely manner** Total net reduction: $85,300 The work would be distributed among the remaining 8 staff members. The administrative and logistical tasks in support of outreach, training and protection against retaliation activities would be reduced. In addition, ethics advisory cases handled by the Office would be reduced and the average response time for ethics advisory requests from staff would be increased.	–	–

Changes reflected in the report of the Secretary-General on the budget outline for 2014-2015

1.12 Reductions in line with the report of the Secretary-General on the budget outline for 2014-2015 amount to $102,600, as outlined in table 1.8 below.

Table 1.8 **Resource changes in line with the Secretary-General's budget outline**

Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
Executive direction and management	**Streamlining and redistribution of responsibilities**	**Executive direction and management**	**Executive direction and management**
	Total reduction: $102,600	–	–
Executive Office of the Secretary-General	The short-term requirements of the Executive Office of the Secretary-General's office will be absorbed by the current staff through streamlining and redistributed responsibilities.		
Reduction:			
General temporary assistance			

Other assessed and extrabudgetary resources

1.13 Other assessed resources for 2014-2015 estimated at $17,992,800 would provide for the portion of the work of the Advisory Committee on Administrative and Budgetary Questions, the United Nations Board of Auditors, the Executive Office of the Secretary-General, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice and the Ethics Office related to peacekeeping operations. An estimated amount of $359,500 would provide for the audit fees related to the capital master plan.

1.14 Extrabudgetary resources for 2014-2015, estimated at $50,452,600, would complement regular budget resources and support various substantive and technical cooperation activities, including training, workshops, seminars and field projects.

A. Policymaking organs

Resource requirements (before recosting): $36,025,700

1.15 This subsection covers the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the United Nations Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination, and the Independent Audit Advisory Committee.

1.16 The distribution of resources of the policymaking organs is reflected in table 1.9 below.

Table 1.9 **Resource requirements**

Category	Resources (thousands of United States dollars) 2012-2013	Resources (thousands of United States dollars) 2014-2015 (before recosting)	Posts 2012-2013	Posts 2014-2015
A. Regular budget				
Post	5 693.5	5 537.7	20	19
Non-post	30 332.2	30 488.0		
Subtotal	**36 025.7**	**36 025.7**	**20**	**19**
B. Other assessed	8 661.2	9 056.4		1
C. Extrabudgetary	20 420.8	20 463.1	1	1
Total	**65 107.7**	**65 545.2**	**21**	**21**

Table 1.10 **Post resources**

Category	Established regular budget 2012-2013	Established regular budget 2014-2015	Temporary: Regular budget 2012-2013	Temporary: Regular budget 2014-2015	Temporary: Other assessed 2012-2013	Temporary: Other assessed 2014-2015	Temporary: Extrabudgetary 2012-2013	Temporary: Extrabudgetary 2014-2015	Total 2012-2013	Total 2014-2015
Professional and higher										
D-2	1	1							1	1
D-1	2	2							2	2
P-5	3	3							3	3
P-4/3	4	4				1			4	5
Subtotal	**10**	**10**	–	–	–	**1**	–	–	**10**	**11**
General Service										
Principal level	1	1							1	1
Other level	9	8					1	1	10	9
Subtotal	**10**	**9**	–	–	–	–	**1**	**1**	**11**	**10**
Total	**20**	**19**	–	–	–	**1**	**1**	**1**	**21**	**21**

1. General Assembly

(a) Travel of representatives of Member States that are least developed countries

Resource requirements (before recosting): $2,253,100

1.17 In accordance with General Assembly resolutions 1798 (XVII) and 41/213, the Organization provides for the travel (excluding subsistence allowance) of up to five representatives of each of the 49 Member States that are considered least developed countries when attending a regular session of the Assembly and one representative or alternate representative to attend a special or emergency session of the Assembly.

1.18 The distribution of resources of the travel of representatives of Member States that are least developed countries is reflected in table 1.11 below.

Table 1.11 **Resource requirements: travel of representatives of Member States that are least developed countries**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	2 253.1	2 253.1	–	–
Total	**2 253.1**	**2 253.1**	–	–

1.19 The proposed resources amounting to $2,253,100 provide for the travel of eligible members to the sixty-ninth and seventieth sessions of the Assembly. As there is no resolution calling for either a special or an emergency session, no provision has been made for that purpose.

(b) Presidents of the General Assembly

Resource requirements (before recosting): $622,800

1.20 The General Assembly, in its resolution 52/220, approved the proposal of the Secretary-General to include a sum of $250,000 in the budget for each year of the biennium to supplement the level of support provided to the President of the General Assembly (A/52/303, para. 1B.10). In the same resolution, the Assembly decided that the resources for the Office of the President of the General Assembly should be presented on an object-of-expenditure basis, starting with the biennium 1998-1999, and approved the proposal of the Secretary-General regarding the level of resources for that biennium. In its resolution 53/214, the Assembly requested the Secretary-General to enhance the Office of the President by taking all steps necessary to ensure the full implementation of his proposal to supplement the support of the Office and decided that, consistent with the approved programme budget, the President of the Assembly, should have full authority to use funds provided in the budget for the Office, including hospitality, travel and any other expenditures required to carry out official responsibilities.

1.21 In its resolution 54/249, the General Assembly concurred with the observation of the Advisory Committee on Administrative and Budgetary Questions on the need to ensure that the Office of the President of the General Assembly is provided with adequate resources and decided that, in the interest of clarity and transparency, the resources proposed for support of the President should be presented separately from the estimates for the travel of representatives of least developed countries to sessions of the Assembly. In the same resolution, the Assembly decided that the resources for the Office of the President should be allocated between the Presidents of the sessions of the Assembly to which they relate so as to ensure their equitable provision.

1.22 The distribution of resources of the Presidents of the General Assembly is reflected in table 1.12 below.

Table 1.12 **Resource requirements: Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	622.8	622.8	–	–
Total	**622.8**	**622.8**	–	–

1.23 The proposed resources amounting to $622,800 are to be allocated in line with General Assembly resolution 54/249 for the exclusive use and at the discretion of the Presidents of the General Assembly at its resumed sixty-eighth session ($207,700), its sixty-ninth regular and resumed sessions ($310,600) and its seventieth regular session ($104,500). The funds will be made available to the Presidents of the Assembly, in accordance with the provisions of resolution 53/214, for the accomplishment of official responsibilities.

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly

Resource requirements (before recosting): $2,029,500

1.24 Pursuant to General Assembly resolutions 58/126 and 59/313, provision is made for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly.

1.25 The distribution of resources of the Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly is reflected in table 1.13 below.

Table 1.13 **Resource requirements: Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	2 029.5	2 029.5	–	–
Total	**2 029.5**	**2 029.5**	–	–

1.26 The proposed resources amounting to $2,029,500 provide for general temporary assistance ($2,023,900) and overtime ($5,600) for the support of the Presidents of the General Assembly.

2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)

Resource requirements (before recosting): $8,484,100

1.27 The Advisory Committee on Administrative and Budgetary Questions, a subsidiary organ of the General Assembly, consists of 16 members appointed by the Assembly in their individual capacity. The functions and responsibilities of the Advisory Committee, as well as its composition, are governed by the provisions of Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly. The budgetary resources under this heading cover the payment of the travel and subsistence expenses of the Chair and members of the Committee for attendance at its sessions in accordance with the provisions of Assembly resolutions 1798 (XVII), 32/198, 41/176, 42/214, 42/225, section VI, and 47/219 A, section XV. The conditions of service and compensation of the Chair of the Advisory Committee have been determined in accordance with resolutions 35/221, 40/256, 45/249, 55/238, 58/266 and 65/268, and include the Organization's related contribution to the United Nations Joint Staff Pension Fund pursuant to resolution 37/131.

1.28 The estimates also provide for the secretariat of the Advisory Committee.

1.29 The continued increase in the workload of the Advisory Committee on Administrative and Budgetary Questions is noted. In particular, it is recalled that the Advisory Committee has noted the impact of the introduction of IPSAS on the Administration, the Board of Auditors, the General Assembly and other legislative/governing bodies of the United Nations system organizations, and, by extension, on the Advisory Committee itself (A/66/806, para. 22). In its resolution 67/235, the General Assembly endorsed the observation of the Advisory Committee that the impact of the adoption of IPSAS required urgent and immediate consideration (A/67/381, para. 16). In view of this, along with the broader evolution in the Committee's workload, it is intended to put forward proposals relating to the operational arrangements of the Advisory Committee.

1.30 The distribution of resources of the Advisory Committee on Administrative and Budgetary Questions is reflected in table 1.14 below.

Table 1.14 **Resource requirements: Advisory Committee on Administrative and Budgetary Questions**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 721.5	3 565.7	12	11
Non-post	4 762.6	4 918.4	–	–
Subtotal	**8 484.1**	**8 484.1**	**12**	**11**
B. Other assessed	385.1	418.6	–	1
Total	**8 869.2**	**8 902.7**	**12**	**12**

1.31 The proposed resources amounting to $8,484,100 provide for: (a) the travel and subsistence allowance of expert members of the Advisory Committee who are non-residents of New York for meetings held at Headquarters, and travel and subsistence for meetings held away from Headquarters ($4,144,900); (b) the travel and subsistence allowance for substantive staff servicing meetings of the Advisory Committee away from Headquarters ($72,400); (c) the non-staff compensation of the Chair ($538,000); (d) the salaries and common staff costs of the Advisory Committee's secretariat, comprising 11 posts (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 General Service (Principal level) and 3 General Service (Other level)) ($3,565,700); and (e) other non-post resources, such as overtime, general operating expenses, supplies and materials, and furniture and equipment ($163,100).

1.32 The overall level of resources remains unchanged despite some internal redeployments. The primary areas of resource change include the abolishment of a General Service (Other level) post ($155,800), the deferment of the replacement of office automation equipment ($14,900), and the increased provision under travel of representatives ($135,200) and communications ($28,300).

1.33 Resources from the support account for peacekeeping operations estimated at $418,600 would provide for a P-4 post and related resources to support the secretariat of the Advisory Committee in matters related to peacekeeping operations.

3. Committee on Contributions

Resource requirements (before recosting): $561,600

1.34 The Committee on Contributions is a subsidiary organ of the General Assembly consisting of 18 members appointed by the Assembly in their individual capacity. The responsibilities of the Committee, its nature and composition and the terms of appointment of its members is governed by the provisions of Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly. The Committee advises the Assembly on the apportionment of the expenses of the Organization among its Members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. It also advises the Assembly on the assessments to be fixed for new Members, on appeals by Members for a change of assessment, on action to be taken if Members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter.

1.35 The distribution of resources of the Committee on Contributions is reflected in table 1.15 below.

Table 1.15 **Resource requirements: Committee on Contributions**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	561.6	561.6	–	–
Total	**561.6**	**561.6**	–	–

1.36 The proposed resources amounting to $561,600 provide for the payment of travel and subsistence allowance of the members of the Committee in accordance with the provisions of General Assembly resolutions 1798 (XVII) and 45/248.

4. United Nations Board of Auditors (including its secretariat)

Resource requirements (before recosting): $6,746,000

1.37 The United Nations Board of Auditors, which was established by the General Assembly in its resolution 74 (I) of 7 December 1946, as amended by resolution 55/248 of 12 April 2001, consists of the Auditor-General (or officers holding the equivalent title) of three Member States appointed by the Assembly subject to the terms and conditions laid down in regulations 7.1 to 7.3 of the Financial Regulations and Rules of the United Nations. The Board of Auditors performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the Assembly for its consideration. The main terms of reference of the Board are set forth in regulations 7.4 to 7.12 and are elaborated upon in an annex to the Financial Regulations. The Board, in addition to expressing an opinion on the financial statements, is also required to make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and, in general, the administration and management of the United Nations, as provided for by regulation 7.5.

1.38 Coordination with other audit activities in the United Nations system is ensured through the Panel of External Auditors, established by the General Assembly in its resolution 1438 (XIV), consisting of the members of the Board of Auditors and the appointed external auditors of the specialized

agencies and of the International Atomic Energy Agency. The Board also coordinates its work with the Joint Inspection Unit and the internal audit services of the United Nations and its funds and programmes.

1.39 The secretariat of the Board provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities. In addition, the secretariat of the Board makes arrangements for holding two sessions of the Board, one session of the Panel and one session of the Technical Group each year; develops the sessional documents; prepares summary records of the meetings of the Board, the Panel, its Technical Group and the Audit Operations Committee; and provides liaison between those organs and other United Nations bodies.

1.40 During the biennium, the Board anticipates that it will utilize about 4,200 auditor weeks, and issue 62 reports to the legislative bodies and others, and approximately 150 management letters.

1.41 The distribution of resources of the United Nations Board of Auditors is reflected in table 1.16 below.

Table 1.16 **Resource requirements: United Nations Board of Auditors**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 395.4	1 395.4	6	6
Non-post	5 350.6	5 350.6	–	–
Subtotal	**6 746.0**	**6 746.0**	**6**	**6**
B. Other assessed	8 276.1	8 637.8	–	–
C. Extrabudgetary	12 973.0	12 626.3	1	1
Total	**27 995.1**	**28 010.1**	**7**	**7**

1.42 The amount of $6,746,000 provides for: (a) the regular budget share of audit fees to be paid to the members of the Board; (b) the costs associated with their attendance at meetings of the Board and of the Panel of External Auditors; (c) the salaries and common staff costs of the secretariat of the Board of Auditors comprising 6 posts (1 D-1, 1 P-3 and 4 General Service (Other level)); and (d) the related operational costs.

1.43 The proposed resources reflect a comprehensive review of the activities of the Board based on its mandate and the anticipated workload and provide for the costs of the secretariat of the Board as well as for the costs relating to IPSAS implementation. The United Nations Secretariat and other related entities plan to implement IPSAS by 2014. IPSAS requires annual financial reporting and audit which has been taken into account in the proposed level of resources.

1.44 Although the audit of annual financial statements under the IPSAS standards will require additional deployment of auditors, the Board has made a decision to reduce the audit fees for 2014-2015 by $185,000, or 3.7 per cent, compared to 2012-2013 at revised rates. The current estimate is made assuming normal requirements to conduct audits. Should there be any requests over and above the current level of planned outputs, the Board would need to consider the reprioritization of its scheduled outputs, in order to evaluate to what extent such additional requests can be accommodated.

1.45 Resources from peacekeeping operations ($8,637,800) and extrabudgetary sources ($12,626,300) relate to, inter alia, the external audit fees paid directly from the peacekeeping missions budgets and from other United Nations funds and programmes and affiliated bodies, respectively.

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

Resource requirements (before recosting): $13,554,800

1.46 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the Regulations adopted by the Assembly, the Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Board and each such committee. In accordance with the request made by the Assembly at its forty-sixth session that its subsidiary bodies adjust their programmes of work to conform to the biennial programme of work of the Fifth Committee, there has been a long-standing pattern of meeting in New York during odd-numbered years and meeting in other locations during even-numbered years. The venue for the 2014 and the 2015 meetings has yet to be decided upon. The Assembly exercises legislative authority on behalf of all participating organizations.

1.47 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, since the central secretariat of the Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the United Nations Joint Staff Pension Board. For those services, the United Nations reimburses the Fund in accordance with arrangements agreed upon by the two parties, and also provides other services to the Fund, free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required.

1.48 The distribution of resources of the United Nations Joint Staff Pension Board is reflected in table 1.17 below.

Table 1.17 **Resource requirements: United Nations Joint Staff Pension Board**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Non-post	13 554.8	13 554.8	–	–
Subtotal	**13 554.8**	**13 554.8**	–	–
B. Extrabudgetary	7 447.8	7 836.8	–	–
Total	**21 002.6**	**21 391.6**	–	–

1.49 The amount of $13,554,800 (before recosting) represents: (a) the total cost of travel of representatives of the United Nations to meetings of the United Nations Joint Staff Pension Board ($255,300) and (b) the regular budget share of the cost of the central secretariat of the Fund ($13,299,500) which, after recosting, would amount to $13,932,000. The total amount to be

reimbursed by the United Nations for the central secretariat of the Fund is estimated at $21,768,800 and is based on one third of specific elements of the administrative budget of the Fund. In accordance with existing arrangements, an estimated 64 per cent of the costs to be borne by the United Nations will be covered by the regular budget ($13,932,000), with the remaining balance estimated at $7,836,800 to be reimbursed by the funds and programmes.

1.50 The share of the funds and programmes in the costs amounting to $7,836,800 to be borne by the United Nations is reflected under extrabudgetary resources.

1.51 The estimates for the biennium 2014-2015 are based on the report of the Pension Board (A/66/266) to the General Assembly, as amended in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/66/7/Add.2) and as approved by the Assembly in its resolution 66/247.

1.52 At the time the present report was prepared, the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2014-2015 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Fund for the biennium 2014-2015 and action taken by the General Assembly at its sixty-eighth session on the basis of such recommendations as the Pension Board may make in 2013 with respect to that budget. A statement of administrative and financial implications will be submitted to the Assembly at its sixty-eighth session should the Pension Board's recommendations involve resources different from those estimated in the present report.

6. Committee for Programme and Coordination

Resource requirements (before recosting): $739,700

1.53 In its decision 42/450, the General Assembly decided that the Committee for Programme and Coordination should be composed of 34 States Members of the United Nations, elected for a three-year term on the basis of equitable geographical distribution. In paragraph 12 of its resolution 31/93, the Assembly authorized the payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee as a special exception to the basic principles contained in paragraph 2 of resolution 1798 (XVII). This arrangement was approved for an experimental period beginning in 1978 and was to be reviewed by the Assembly at its thirty-fourth session. It has been assumed that, for the purpose of these budget estimates, the duration of the Committee's sessions will remain six weeks in the off-budget year and four weeks in the budget year.

1.54 The distribution of resources of the Committee for Programme and Coordination is reflected in table 1.18 below.

Table 1.18 **Resource requirements: Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	739.7	739.7	–	–
Total	**739.7**	**739.7**	–	–

1.55 The proposed resources amounting to $739,700 will provide for the continuation of the arrangements called for by the General Assembly in the resolutions mentioned above.

7. Independent Audit Advisory Committee

Resource requirements (before recosting): $1,034,100

1.56 The General Assembly, by its resolution 60/248, established the Independent Audit Advisory Committee to serve in an expert advisory capacity and assist in fulfilling its oversight responsibilities. By its resolution 61/275, the Assembly approved the terms of reference for the Committee, and the criteria for membership, which stipulates that the Committee should comprise five members appointed by the Assembly with due regard to equitable geographical representation, who are independent of their Governments, the Board of Auditors, the Joint Inspection Unit and the Secretariat. Members of the Committee must have senior-level financial, audit and/or other oversight-related expertise. The Committee became operational with the appointment of members effective 1 January 2008 in accordance with Assembly decision 62/413, and held its inaugural session in February 2008.

1.57 The Committee is responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions, and on measures to ensure the compliance of management with audit and other oversight recommendations. The scope of the work of the Committee is contained in its terms of reference (General Assembly resolution 61/275, annex) and its proceedings are governed by the rules of procedure adopted by the Committee at its inaugural session in February 2008.

1.58 The secretariat of the Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities. In addition, the secretariat, which is the primary point of contact for the Committee in the United Nations, makes arrangements for the Committee's four annual sessions, compiles the meeting papers and prepares reports in respect of items on the agenda of the sessions, and summary records of the meetings of the Committee.

1.59 The distribution of resources of the Independent Audit Advisory Committee is reflected in table 1.19 below.

Table 1.19 **Resource requirements: Independent Audit Advisory Committee**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	576.6	576.6	2	2
Non-post	457.5	457.5	—	—
Total	**1 034.1**	**1 034.1**	**2**	**2**

1.60 The amount of $1,034,100 provides for: (a) the travel and subsistence allowance of the members of the Committee and the travel and subsistence allowance of staff accompanying the members to offices away from Headquarters to observe and interact with clients of the Office of Internal Oversight Services and United Nations management; (b) the salaries and common staff costs of the Committee's secretariat, comprising 2 posts (1 P-5 and 1 General Service (Other level)); (c) general

temporary assistance; (d) consultants; and (e) other non-post costs, such as contractual services, general operating expenses, and supplies and materials.

B. Secretary-General

Resource requirements (before recosting): $2,437,200

1.61 In accordance with Article 97 of the Charter, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who in turn appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter, and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.

1.62 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. The Secretary-General uses his best efforts to assist in settling disputes between States and may bring to the attention of the Security Council any matter that may threaten the maintenance of international peace and security. The Secretary-General plays a key role in efforts to ensure the observance of human rights. The Secretary-General provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions, and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General will be directed towards the achievement of the priorities for the biennium 2014-2015 as decided by the General Assembly in its resolution 67/248.

1.63 The distribution of resources of the Secretary-General is reflected in table 1.20 below.

Table 1.20 **Resource requirements: Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	1 069.1	1 069.1	–	–
Non-post	1 368.1	1 368.1	–	–
Total	**2 437.2**	**2 437.2**	–	–

1.64 The proposed resources amounting to $2,437,200 provide for the salary and allowances of the Secretary-General, and for travel requirements, general operating expenses and hospitality.

C. Executive direction and management

Resource requirements (before recosting): $35,463,500

1.65 The proposed resources amounting to $35,463,500 under executive direction and management provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. Those offices support the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter by assisting: (a) in the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) in supervising and coordinating the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) in relations with the press and the public; (d) in inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations; (e) in relations with the principal organs of the United Nations and host Governments; and (f) in contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter.

1.66 The distribution of resources for executive direction and management is reflected in table 1.21 below.

Table 1.21 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	33 935.6	32 347.7	115	109
Non-post	3 487.0	3 115.8		
Subtotal	**37 422.6**	**35 463.5**	**115**	**109**
B. Other assessed	1 939.3	2 160.6	5	5
C. Extrabudgetary	18 508.5	13 365.2	3	3
Total	**57 870.4**	**50 989.3**	**123**	**117**

Table 1.22 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*
Professional and higher										
Deputy Secretary-General	1	1							1	1
Under-Secretary-General	3	3							3	3
Assistant Secretary-General	1	1							1	1
D-2	5	5							5	5
D-1	10	9			1	1			11	10
P-5	14	11			2	2			16	13

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
P-4/3	20	21							20	21
P-2/1	3	2							3	2
Subtotal	**57**	**53**	–	–	**3**	**3**	–	–	**60**	**56**
General Service										
Principal level	8	8							8	8
Other level	47	45			2	2	3	3	52	50
Subtotal	**55**	**53**	–	–	**2**	**2**	**3**	**3**	**60**	**58**
Other										
Local level	3	3	–	–	–	–	–	–	3	3
Subtotal	**3**	**3**	–	–	–	–	–	–	**3**	**3**
Total	**115**	**109**	–	–	**5**	**5**	**3**	**3**	**123**	**117**

Table 1.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that the policies and directives of Member States are translated into action in an effective and efficient manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of the Secretary-General, the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies to make fully informed decisions on issues relating to their sphere of competence	(a) Decisions of the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies, incorporating recommendations of the Secretary-General *Performance measures* (Percentage of decisions incorporating Secretary-General's recommendations) 2010-2011: Not available Estimate 2012-2013: 95 per cent Target 2014-2015: 100 per cent

(b) Enhanced policy coherence in the management of the activities of the United Nations	(b) Policy guidance is provided to United Nations entities on relevant issues *Performance measures* (Number of decisions resulting from the Secretary-General's Policy Committee meetings) 2010-2011: Not available Estimate 2012-2013: 40 Target 2014-2015: 40
(c) Improved strategic response by the Secretariat to rule of law challenges faced by Member States	(c) Increased awareness of and support for United Nations rule of law initiatives among key rule of law stakeholders *Performance measures* (Instances of key stakeholders discussing United Nations rule of law initiatives) 2010-2011: 5 Estimate 2012-2013: 7 Target 2014-2015: 9

1. Executive Office of the Secretary-General

Resource requirements (before recosting): $24,311,800

1.67 The Executive Office of the Secretary-General assists the Secretary-General in the establishment of general policy and in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It further assists the Secretary-General with strategic planning, preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General. The functions and responsibilities of the Deputy Secretary-General are defined in paragraph 1 of General Assembly resolution 52/12 B.

1.68 Resources for the Executive Office of the Secretary-General also provide for the post and office of the Chef de Cabinet, the Policy and Planning Unit, the Political, Peacekeeping, Humanitarian and Human Rights Unit, the Economic, Social and Development Unit, the Rule of Law Unit, the Coordination Unit, the Communications and Speechwriting Unit, the Scheduling Office of the Secretary-General and the Administrative Unit.

1.69 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights and the Economic, Social and Development Units include, inter alia, carrying out an advisory role on matters within their respective areas of responsibilities, acting as liaison with the Departments or Offices concerned, monitoring of developments, reviewing reports to the Security Council and/or

the General Assembly and ensuring follow-up on meetings of the Secretary-General and Deputy Secretary-General.

1.70 To support system-wide coordination, coherence and quality of rule of law activities of the United Nations, the Rule of Law Unit supports the Deputy Secretary-General as United Nations system focal point on the rule of law in furthering a strategic approach to the work of the Organization on the rule of law, and in promoting the fundamental importance of the rule of law for dialogue and cooperation between Member States. Further, the Unit supports the Rule of Law Coordination and Resource Group and the Deputy Secretary-General as Chair of the Group.

1.71 The Policy and Planning Unit supports the development of the policy priorities of the Secretary-General, including through its support and management of the Policy Committee and its role in the preparation of the Secretary-General's annual report on the work of the Organization.

1.72 The Coordination Unit carries out, inter alia, advisory and liaison functions with respect to matters related to management, oversight, conference support, safety and security, legal affairs, ethics and discipline. It also provides support to the Management Committee and Management Performance Board. The Unit, which includes the Central Records subunit, also ensures the effective management of correspondence for the Secretary-General and of the Executive Office of the Secretary-General.

1.73 The responsibilities of the Communications and Speechwriting Unit include the drafting of public statements and communications of the Secretary-General and the provision of advice, in consultation with the Department of Public Information, on issues related to communications strategy.

1.74 The Scheduling Office of the Secretary-General oversees the scheduling of meetings, events and travel of the Secretary-General, handling, in consultation with departments, offices and units, the requests for invitations and individual meetings. The Unit's responsibilities include preparation for scheduled activities (meetings, events, travels), including the consolidation of briefing materials, preparation of scenarios and the organization of the travel of the Secretary-General.

1.75 The Administrative Office provides support to the Secretary-General and the Executive Office of the Secretary-General in the area of human resources, financial and budgetary management and general administration. The Office also provides such support to the Ethics Office, the Office of the Administration of Justice and the United Nations Office of the Ombudsman and Mediation Services.

1.76 The distribution of resources of the Executive Office of the Secretary-General is reflected in table 1.24 below.

Table 1.24 **Resource requirements: Executive Office of the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	23 251.0	21 819.2	81	76
Non-post	2 893.0	2 492.6	–	–
Subtotal	**26 144.0**	**24 311.8**	**81**	**76**
B. Other assessed	1 939.3	2 160.6	5	5
C. Extrabudgetary	17 818.6	12 621.6	–	–
Total	**45 901.9**	**39 094.0**	**86**	**81**

1.77 The proposed resources amounting to $24,311,800 comprise $21,819,200 to provide for 76 posts (1 Deputy Secretary-General, 1 Under-Secretary-General, 1 Assistant Secretary-General, 5 D-2, 6 D-1, 8 P-5, 8 P-4, 5 P-3, 1 P-2, 5 General Service (Principal level) and 35 General Service (Other level)) and $2,492,600 in non-post resources to provide for other staff costs, official travel of staff, contractual services and general operating expenses.

1.78 The proposed resources reflect a net decrease of $1,832,200 attributable to the following factors: (a) the outward redeployment of two posts (1 P-4 and 1 General Service (Other level)) to the United Nations Partnerships Facility and the abolishment of two posts (1 D-1 and 1 P-2) reflecting the transfer of functions currently being carried out by the Executive Office of the Secretary-General ($1,229,600); (b) the reductions in line with General Assembly resolution 67/248 ($718,600), including the proposed abolishment of a Senior Officer post (P-5), as reflected in table 1.7, item 1; and (c) the reductions in line with the Secretary-General's budget outline ($102,600), as reflected in table 1.8. These reductions are offset in part by the delayed impact of the D-1 post approved for the Rule of Law Unit in 2012-2013 ($218,600), which is now reflected within the Executive Office of the Secretary-General.

1.79 Resources from the support account for peacekeeping operations estimated at $2,160,600 would supplement the work of the Political, Peacekeeping, Humanitarian and Human Rights Unit on issues relating to peacekeeping.

1.80 Extrabudgetary resources estimated at $12,621,600 will be used to: (a) assist the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; (b) provide for special projects to be undertaken by the Office of the Secretary-General; (c) support the activities of the United Nations High Representative for the Alliance of Civilizations; and (d) support the Secretary-General's priority agenda relating to the post-2015 development agenda.

2. Office of the Director-General, United Nations Office at Geneva

Resource requirements (before recosting): $6,583,200

1.81 The Office of the Director-General of the United Nations Office at Geneva provides the Secretary-General with advice in the discharge of his responsibilities in relations with permanent missions and regional organizations; deals with the host country authorities in matters relating to the relevant privileges and immunities of the staff of the United Nations system in Switzerland; maintains cooperation with the specialized agencies and programmes based in Switzerland and elsewhere in Europe, and with other intergovernmental and non-governmental organizations and established institutions; undertakes special political assignments and representation, as requested; and is responsible for the overall management of the United Nations Office at Geneva.

1.82 The Under-Secretary-General, Director-General of the United Nations Office at Geneva, carries out the functions of the Office as described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). As the largest United Nations office in Europe, it is well positioned to continue actively to promote the role of the Organization, through effective liaison and representation, with permanent missions, the host Government and other Governments and to develop initiatives to strengthen relationships and to exchange information between Geneva-based institutions and established European-based intergovernmental bodies, non-governmental organizations and other institutions.

1.83 The functions of the Office include maintaining liaison with permanent missions, academic institutions and non-governmental organizations in consultative status with the Economic and Social Council; carrying out responsibilities entrusted to the Director-General of the Conference on Disarmament; performing protocol and liaison functions with the host country and the Geneva

Diplomatic Committee; cooperating with regional mechanisms; analysing subregional, regional, international security and political issues; assisting on legal matters and maintaining liaison with the host country on privileges and immunities and other questions affecting United Nations agreements; arranging consultations with respect to the United Nations programmes in Geneva; maintaining liaison and cooperating with the heads of the specialized agencies; and representing the United Nations at meetings of the legislative bodies of the Geneva-based organizations and at the meetings of the United Nations System Chief Executives Board for Coordination.

1.84 The distribution of resources of the Office of the Director-General at Geneva is reflected in table 1.25 below.

Table 1.25 **Resource requirements: Office of the Director-General, United Nations Office at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	6 567.2	6 308.9	18	17
Non-post	212.6	274.3	–	–
Subtotal	**6 779.8**	**6 583.2**	**18**	**17**
B. Extrabudgetary	689.9	743.6	3	3
Total	**7 469.7**	**7 326.8**	**21**	**20**

1.85 The proposed resources amounting to $6,583,200 comprise $6,308,900 to provide for 17 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2, 2 General Service (Principal level) and 6 General Service (Other level)), and $274,300 in non-post resources to provide for general temporary assistance, overtime, travel of staff, contractual services, hospitality, supplies and materials and furniture and equipment. The reduction of $196,600 reflects, inter alia, the proposed abolishment of one post (General Service (Other level)) in line with General Assembly resolution 67/248, as reflected in table 1.7, item 2.

1.86 Extrabudgetary resources estimated at $743,600 will provide for the continuation of three temporary posts in support of the Legal Liaison Office, and the Office for External Relations, Political and Inter-Agency Affairs and Non-Governmental Organization Liaison.

3. Office of the Director-General, United Nations Office at Vienna

Resource requirements (before recosting): $2,388,700

1.87 The functions of the Office of the Director-General of the United Nations Office at Vienna are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5). The coordination of the activities of the Office is entrusted to the Director-General, who is responsible for the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government and other Governments and intergovernmental and non-governmental organizations in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime. The Office of the Executive Director is

integrated with that of the Director-General and is supported by resources of the United Nations Office on Drugs and Crime. The functions of the Office of the Director-General are as follows:

(a) To assist the Director-General in the executive direction and management of the United Nations Office at Vienna and in coordinating the activities of its units;

(b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with non-governmental organizations in consultative status with the Economic and Social Council;

(c) To represent the Legal Counsel in Vienna, assist the Director-General on all legal matters and provide legal services for entities of the United Nations Secretariat in Vienna;

(d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;

(e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency (IAEA) and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;

(f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.88 The distribution of resources of the Office of the Director-General at Vienna is reflected in table 1.26 below.

Table 1.26 **Resource requirements: Office of the Director-General, United Nations Office at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	2 303.7	2 240.8	9	9
Non-post	156.2	147.9		
Total	**2 459.9**	**2 388.7**	**9**	**9**

1.89 The proposed resources amounting to $2,388,700 comprise $2,240,800 to provide for nine posts (1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level) and 4 General Service (Other level)), and $147,900 in non-post resources to provide for general temporary assistance and overtime, travel of staff, general operating expenses, hospitality, supplies and materials, furniture and equipment and grants and contributions related to printing services provided by IAEA. The reduction of $71,200 reflects, inter alia, the reclassification of one post (Chief Representative at the P-5 level to Programme Management Officer at the P-4 level) proposed in line with General Assembly resolution 67/248, as reflected in table 1.7, item 3.

4. Office of the Director-General, United Nations Office at Nairobi

Resource requirements (before recosting): $2,179,800

1.90 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office and serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental and non-governmental organizations based in Nairobi. The responsibilities also include the executive direction and management of the Office, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office are as follows:

(a) To assist the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;

(b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;

(c) To provide legal advisory services for the Office, the United Nations Environment Programme and UN-Habitat;

(d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.91 The distribution of resources of the Office of the Director-General at Nairobi is reflected in table 1.27 below.

Table 1.27 **Resource requirements: Office of the Director-General, United Nations Office at Nairobi**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	1 813.7	1 978.8	7	7
Non-post	225.2	201.0	–	–
Total	**2 038.9**	**2 179.8**	**7**	**7**

1.92 The proposed resources amounting to $2,179,800 comprise $1,978,800 to provide for seven posts (1 Under-Secretary-General, 1 D-1, 2 P-4 and 3 Local level) and $201,000 in non-post resources related to general temporary assistance, overtime, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment. The increase of $140,900 reflects the delayed impact of the posts established in 2012-2013 (1 P-4 and 1 Local level)), partly offset by the removal of the non-recurrent resources and the reductions resulting from, inter alia, the reclassification of one post (Senior Legal Adviser at the P-5 level to Legal Adviser at the P-4 level) proposed in line with General Assembly resolution 67/248, as reflected in table 1.7, item 4.

D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

Resource requirements (before recosting): $3,717,000

1.93 The overarching objective of the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is to promote the protection of all children affected by armed conflict. This objective is in line with various General Assembly resolutions and, more recently, the commitment of Member States to promote and protect the rights and welfare of children in armed conflicts, as called for in the 2005 World Summit Outcome (see General Assembly resolution 60/1) and other legal frameworks and initiatives.

1.94 The initial mandate of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is reflected in General Assembly resolution 51/77, which results from a comprehensive report on the impact of armed conflict on children (see A/51/306 and Add.1). The Assembly has since extended the mandate of the Special Representative on five occasions, most recently in its resolution 66/141. The current mandate runs until December 2014 and will be subject to review by the Assembly at its sixty-ninth session.

1.95 Key elements of the mandate of the Special Representative are: (a) to serve as a moral voice and independent advocate for the protection and well-being of children affected by armed conflict; (b) to advocate for, build awareness about and give prominence to the rights and protection of children affected by armed conflict; (c) to work with United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children with a view to ending impunity from grave violations and to promote a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict.

1.96 In addition, the Security Council in successive resolutions (see resolutions 1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004), 1612 (2005), 1882 (2009), 1998 (2011) and 2068 (2012)), called upon the Secretary-General to take measures for the protection of children in armed conflict and has called for annual reports on the implementation of such measures. In its resolution 1612 (2005), the Council called for the implementation of a monitoring and reporting mechanism on children and armed conflict and the creation of a Security Council working group to review the reports stemming from the mechanism. In its resolution 1882 (2009), the Council requested the Secretary-General to expand the criteria for the listing of parties in the annexes to his annual report on children and armed conflict in order to include not only those who recruit and use children but also those who engage, in contravention of applicable international law, in patterns of killing and maiming of children and/or rape and other sexual violence against children in situations of armed conflict. In its resolution 1998 (2011), the Security Council requested the Secretary-General to further expand the criteria for listing parties in the annexes of his report to include those parties that engage, in contravention of applicable international law, in recurrent attacks on schools and/or hospitals and in recurrent attacks or threats of attacks against protected persons in relation to schools and/or hospitals in situations of armed conflict. The Council further reaffirmed earlier calls upon parties to conflict to enter into negotiation with the United Nations for the development of action plans to end the recruitment and use of children and other violations for which they have been listed. These resolutions have underscored the importance of the provision of training on child rights and child protection for all personnel involved in United Nations peacekeeping, peacebuilding and political missions. In its resolution 2068 (2012), the Council requested the Secretary-General to continue to submit annual reports to the Council on the implementation of its resolutions and presidential statements on children and armed conflict.

1.97 The Office of the Special Representative has been given the lead responsibility for following up and mainstreaming the implementation of the aforementioned resolutions of the Security Council. The Office is charged with drafting, in consultation with relevant partners, the Secretary-General's annual reports to the Council on children and armed conflict and the reports to the Council's working group on children and armed conflict. The Special Representative, as the convenor of the Headquarters Task Force on Children and Armed Conflict, ensures that there is a consultative process in the compilation of the Secretary-General's reports and that timely, reliable and high-quality reports are prepared. The Security Council working group has since 2006 received 44 reports (as at May 2013) on children and armed conflict in situations of concern, and issued 39 conclusions and recommendations emanating from the review of these reports. The order of reports and rhythm of submissions is determined by the working group, including the time between issuance of a report and the adoption of the working group's conclusions.

1.98 The implementation of Security Council resolutions 1882 (2009) and 1998 (2011) has required further substantive support and demand for guidance, including the development of action plan templates for the additional triggers listed in these resolutions (e.g., patterns of killing and maiming of children, sexual violence against children, attacks on schools and/or hospitals and in recurrent attacks against protected personnel). The first action plan on killing and maiming of children was signed in Somalia in 2012. The development and negotiation of action plans related to attacks on schools and hospitals is now entering into its implementation phase and would require further support.

1.99 In pursuing the objective of the programme of work, the Office of the Special Representative will adopt the following strategic approaches:

(a) Monitoring the situation of children affected by armed conflict and reporting to the General Assembly, the Security Council, the Human Rights Council and other destinations for action;

(b) High-level advocacy to promote awareness of and support for global initiatives to end grave violations against children affected by armed conflict;

(c) Working in consultation and partnership with key stakeholders, including Member States, regional and subregional organizations, United Nations system partners, civil society and non-governmental organizations, with a view to mainstreaming concerns in the area of children and armed conflict into the policy and strategic considerations of those bodies. (The Special Representative has identified as a strategic priority the strengthening of the engagement with regional and subregional political and military organizations over the coming years. Building on experience with the European Union and the North Atlantic Treaty Organization, initial engagement has already begun with the African Union and League of Arab States to secure a political commitment for mainstreaming child protection policies in these regional bodies. As part of these efforts the Special Representative will advocate with donors to increase their support for strengthened child protection capacity in these regional organizations);

(d) Creating awareness about other protection issues related to children and armed conflict, including post-conflict situations and the specific needs of internally displaced children, the girl child and other emerging concerns;

(e) Making children and armed conflict concerns an integral part of peacemaking, peacekeeping and peacebuilding;

(f) Mobilizing support for immediate and sustained follow-up to action plans signed with parties to conflict and the United Nations with a view to the timely delisting of parties that have fully complied with action plans.

1.100 The Office of the Special Representative does not have an operational presence in countries away from Headquarters. Country visits of the Special Representative to observe first-hand the situation of children affected by armed conflict are essential for the Special Representative to carry out the mandate. During these visits, the Special Representative meets with Governments, parties to conflict, United Nations country teams and civil society organizations. The visits, which are coordinated with the United Nations on the ground, also provide political support for the release and reintegration of conflict-affected children.

1.101 The Office of the Special Representative assists the Under-Secretary-General in discharging his/her responsibilities and in meeting the expected accomplishments indicated under the programme of work. The Office also participates, in coordination with United Nations partners, in training of Child Protection Advisers and Officers mostly in the peacekeeping and special political missions. The increased number of Security Council resolutions on children and armed conflict since 2005 has made Council follow-up more complex, increased the reporting requirements and resulted in the need for greater liaison and support to country task forces on monitoring and reporting and action plan follow-up. Participation of officers in initial fact-finding missions in emerging situations or in commissions of inquiry where formal monitoring and reporting mechanisms have not been established is also undertaken.

Table 1.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support global initiatives to end grave violations against children in situations of armed conflict, and increase awareness, political support and global action for the rights of children affected by armed conflict

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Implementation of the monitoring and reporting mechanism as called for in Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011)	(a) (i) Timely, accurate and objective information on perpetrators of grave violations against children *Performance measures* (Reports compliant with the requests of the Security Council Working Group on Children and Armed Conflict) 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent (ii) Action plans signed between the United Nations and other parties to conflict to end the recruitment and use of children and other violations

		Performance measures 2010-2011: 5 action plans Estimate 2012-2013: 8 action plans Target 2014-2015: 8 action plans (iii) Delisting of parties of grave violations against children through awareness building, political persuasion, dialogue and monitoring compliance with agreed actions plan for the protection of children *Performance measures* 2010-2011: 3 parties Estimate 2012-2013: 2 parties Target 2014-2015: 8 parties
(b) Provide political leadership and advocacy, in consultation with partners, for the rights of all children in situations of armed conflict, including through good offices with Member States	(b)	(i) Increased number of countries ratifying the Optional Protocol to the Convention on the Rights of the Child on the involvement of Children in Armed Conflict *Performance measures* 2010-2011: 73 per cent Estimate 2012-2013: 77 per cent Target 2014-2015: 90 per cent (ii) Number of inputs on issues of concern related to the rights of children in situations of armed conflict provided to the Human Rights Council, the Committee on the Rights of the Child, the universal periodic review process and special procedures mechanisms *Performance measures* 2010-2011: 10 inputs Estimate 2012-2013: 15 inputs Target 2014-2015: 15 inputs

(c) Children and armed conflict concerns especially in peacemaking, peacekeeping and peacebuilding are mainstreamed	(c) Number of relevant resolutions referring to and/or containing specific language related to child protection and armed conflict *Performance measures* (Number of resolutions and percentage of the total number of resolutions issued in situations of relevance to child protection and armed conflict) 2010-2011: 45 resolutions (50 per cent of relevant resolutions) Estimate 2012-2013: 40 resolutions (50 per cent of relevant resolutions) Target 2014-2015: 55 resolutions (60 per cent of relevant resolutions)
(d) Strengthened cooperation and engagement with regional and subregional organizations for further mainstreaming of child protection issues	(d) (i) Development and implementation of a strategy for increased cooperation with regional organizations *Performance measures* (Number of high-level meetings with the participation of the Special Representative to raise awareness of child protection issues) 2010-2011: Not applicable Estimate 2012-2013: 2 meetings Target 2014-2015: 5 meetings (ii) Number of political declarations, outcome documents or commitments made to mainstream a child protection perspective in policies, troop deployments and training activities *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 2 Target 2014-2015: 4

(e) Enhanced global awareness of the situation of children and armed conflict	(e) Increased media coverage on children and armed conflict
	Performance measures
	(Press releases/statements issued picked up by web and written media)
	2010-2011: 42 press releases/statements
	Estimate 2012-2013: 50 press releases/ statements
	Target 2014-2015: 55 press releases/ statements

External factors

1.102 The programme of work is expected to achieve its objective and expected accomplishments on the assumption that States see a convergence between their national interests and the upholding of the international protection regime, and that there is continued political will on the part of all stakeholders to work towards ending the impunity of persistent violators of children's rights in situations of armed conflict.

Outputs

1.103 During the biennium 2014-2015, the following outputs will be delivered:

(a) Parliamentary documentation (regular budget):

(i) Comprehensive annual report of the Special Representative of the Secretary-General on Children and Armed Conflict to the General Assembly (2);

(ii) Annual report of the Special Representative to the Human Rights Council (2);

(iii) Annual report of the Secretary-General to the Security Council (2);

(iv) Reports on situations of concern as required by the Security Council Working Group on Children and Armed Conflict (10 to 14 subject to the requirements of the Security Council Working Group on Children and Armed Conflict);

(v) Periodic global "horizontal notes" to the Security Council Working Group on Children and Armed Conflict (8);

(b) Other substantive activities (regular budget):

(i) High-level missions and meetings on behalf of the Secretary-General resulting in commitments by parties to end abusive practices (15);

(ii) Briefings and consultations with Member States and regional organizations resulting in consolidated support for the agenda (28);

(iii) Communications strategy to enhance advocacy efforts, including: updated website of the Office of the Special Representative of the Secretary-General on Children and Armed Conflict in six languages (2); press releases (50) and press conferences (15); the development and dissemination of brochures and other communications tools to partners and targeted audiences (6); production of multimedia communications

materials (10); special events and regular briefings of civil society groups, including students and academics (42);

(iv) Organization of meetings of the Headquarters Task Force on Children and Armed Conflict (8);

(v) Engagement in capacity-building of Child Protection Advisers and United Nations country task forces on monitoring and reporting by the staff of the Office. (This will include guidance on action plans in the light of the more recent request by the Security Council for an expansion of these to include attacks on schools and hospitals (8-10). In addition, the Office will continue to work with the Department of Peacekeeping Operations on the development of predeployment training modules (2) for civilian and military peacekeepers);

(vi) Provision of policy support and advocacy on issues relating to children and armed conflict to Secretariat staff as required, with a view to further mainstreaming of protection and reintegration issues in peacekeeping and peacebuilding operations, including child protection advisers and child protection focal points; participation and contribution to inter-agency task forces and others (15);

(vii) Research, studies and seminars including working papers on topics selected with partners on issues of concern where greater advocacy focus/attention is needed (2);

(c) Other substantive activities (extrabudgetary):

(i) Briefing materials and guidance tools developed for use by regional organizations for enhancing child protection perspective in their operations (3 to 4 kits);

(ii) Research, studies and seminars including the production of working papers on topics selected with partners on issues of concern where greater advocacy focus/attention is needed (2).

1.104 The distribution of resources of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is reflected in table 1.29 below.

Table 1.29 **Resource requirements: Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 171.4	3 171.4	10	10
Non-post	656.6	545.6		
Subtotal	**3 828.0**	**3 717.0**	**10**	**10**
B. Extrabudgetary	496.5	689.0		
Total	**4 324.5**	**4 406.0**	**10**	**10**

1.105 The proposed resources amounting to $3,717,000 comprise $3,171,400 to provide for 10 posts (1 Under-Secretary-General, 1 P-5, 2 P-4, 3 P-3, 1 General Service (Principal level) and 2 General Service (Other level)), and $545,600 in non-post resources to provide for consultants, travel of staff, contractual services, general operating expenses, hospitality and supplies and materials.

Changes in the resource level reflect a reduction of $111,000 proposed in line with General Assembly resolution 67/248, as reflected in table 1.7, item 5.

1.106 In accordance with established procedures, resources for the Office have been included for the entire duration of the proposed programme budget for the biennium 2014-2015 although the current mandate of the Office expires on 31 December 2014. The inclusion of resource requirements in 2015 is based on the assumption that the mandate of the Office, which has been renewed several times in the past, will again be renewed at the sixty-ninth session (2014) of the General Assembly.

1.107 Extrabudgetary resources estimated at $689,000 would support: (a) knowledge-sharing and research; (b) systematic outreach with Member States and civil society groups to raise global awareness; and (c) capacity-building and technical consultations; (d) participation in fact-finding missions and/or commission of inquiry in emerging situations of concern; and (e) further strengthening engagement with regional and subregional political and military organizations for increased awareness and mainstreaming of child protection policies.

E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

Resource requirements (before recosting): $3,346,700

1.108 In its resolution 65/259, the General Assembly decided to establish the mandate of the Special Representative of the Secretary-General on Sexual Violence in Conflict. The establishment of the Office was requested pursuant to paragraph 4 of resolution 1888 (2009), in which the Security Council requested the Secretary-General to appoint a Special Representative to provide coherent and strategic leadership, to work effectively to strengthen existing United Nations coordination mechanisms and to engage in advocacy efforts with Governments, military and judicial representatives, and with all parties to armed conflict and civil society, in order to address, at the Headquarters and country levels, sexual violence in armed conflict, while promoting cooperation and coordination of efforts among all relevant stakeholders, primarily through the inter-agency initiative entitled United Nations Action against Sexual Violence in Conflict.

1.109 Conflict-related sexual violence remains underreported and needs to be addressed considering the stigma associated with rape, piecemeal services for survivors, weak protection mechanisms and inadequate rule of law and judicial responses. Against this backdrop, the role of the Special Representative of the Secretary-General and that of her Office is, inter alia, to: (a) give victims and affected communities a voice; (b) mobilize political will and action of the international community, particularly to address the impunity of perpetrators of violations; (c) foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) coordinate advocacy and programmatic responses, particularly in the United Nations system; (e) ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.

1.110 The establishment of the Office has filled the gap that has existed in terms of ensuring concerted and effective coordinated engagements with Member States, the Security Council, the General Assembly, United Nations actors, non-governmental organizations, civil society and a diverse cross-section of high-level interlocutors, from political leaders to military officers, and from warlords to women's groups, on this issue. The Special Representative of the Secretary-General is expected to: (a) provide coherent and strategic leadership on the issue of sexual violence in conflict and post-conflict situations, in particular in countries with United Nations peacekeeping

operations, raising global and national awareness and catalysing and mobilizing actions to prevent and respond to sexual violence; (b) serve as an independent advocate to address the issue vis-à-vis a range of interlocutors, most notably with civilian and military leaders, parties to armed conflict, force commanders and troop- and police-contributing countries; and (c) strengthen existing United Nations coordination mechanisms and promote cooperation and coordination of efforts among all relevant stakeholders, primarily through the United Nations Action against Sexual Violence in Conflict initiative.

1.111 The Special Representative will also provide substantive advice to the Security Council in the conceptual development of further resolutions to strengthen the agenda in this area and will develop criteria for listing, delisting and potentially relisting armed groups with patterns of sexual violence, as called for in Council resolution 1888 (2009). A team of experts on sexual violence in conflict that can be deployed rapidly to situations of particular concern to assist national authorities, at their request, in strengthening the rule of law and addressing the cycle of impunity for conflict-related sexual violence, will also report to the Special Representative. The Security Council in its resolution 1960 (2010), requested the Secretary-General to establish an accountability architecture on sexual violence in armed conflict. The key elements of this architecture are a mandate to list perpetrators of sexual violence and establish a monitoring and analysis mechanism, as well as dialogue with parties for commitments, and sanctions against perpetrators. The Special Representative, in collaboration with other United Nations system players, is responsible for ensuring the implementation of the operational elements of Council resolution 1960 (2010) and other resolutions dealing with sexual violence in armed conflict.

1.112 The work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict revolves around strategic actions which constitute a six-point priority agenda for: (a) ending impunity and focusing on means to bring perpetrators to justice; (b) empowering women; (c) mobilizing political leadership; (d) increasing recognition of rape as a tactic and consequence of conflict; (e) ensuring a more coherent and coordinated response from the United Nations system; (f) emphasizing national ownership, leadership and responsibility in the fight to put an end to this scourge.

1.113 In pursuing the objectives of the programme of work for the biennium 2014-2015, the Special Representative will engage in dialogue with armed groups to: (a) gain specific protection commitments; (b) ensure the implementation of the recently established Monitoring, Analysis and Reporting System to gain specific information on perpetrators and violations (pursuant to Security Council resolution 1888 (2009)); and (c) engage regional and subregional security bodies to bolster their sexual violence prevention capacity and to share good practices and lessons learned. In addition, she will: (a) strengthen scenario-based predeployment and in-service training materials on prevention and response to conflict-related sexual violence for peacekeeping personnel; and (b) review existing early warning and peace consolidation indicators to assess whether sexual violence is adequately captured — both as an early warning indicator of instability and as a catalyst to ensure adequate responses to spikes in sexual violence. The Special Representative will also promote joint programming by the United Nations system, in keeping with "one United Nations" principles, involving peace and security, humanitarian affairs, human rights and development actors. The Special Representative will: (a) submit annual reports on the implementation of several Security Council resolutions (1820 (2008), 1888 (2009) and 1960 (2010)); (b) ensure that the mission-wide strategies on "protection of civilians" include, as a key component, the prevention of sexual violence; and (c) ensure the deployment of the Team of Experts to countries of concern.

1.114 The Office of the Special Representative does not have an operational presence in countries away from Headquarters. Country visits of the Special Representative to meet with Governments, parties

to conflict, United Nations country teams and civil society organizations to observe the situation on the ground first-hand, are essential for the Special Representative to carry out her mandate. These missions, along with the technical-level missions conducted by the Office have also proven to be key in obtaining commitments from parties to conflict to prevent and address sexual violence in armed conflict, and to advocate for the rights of victims impacted by conflict. In its resolutions 1888 (2009) and 1960 (2010) the Security Council requested the inclusion of Women Protection Advisers. It is envisaged that these officers will receive guidance from the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and work closely with that office in the implementation of the accountability architecture. The terms of reference for Women Protection Advisers are currently being developed with a view to eventually having a presence in the field to obtain data and best practices for a concerted response to sexual violence.

1.115 The Office of the Special Representative relies on three main components to discharge its mandates, namely the strategic management support, the programmes and communications.

1.116 In addition to the core posts approved by the General Assembly, the Office of the Special Representative includes three staff members from United Nations Action seconded from UN-Women (1 P-5, 1 P-3 and 1 General Service (Other level)). United Nations Action unites efforts across the United Nations system to combat sexual violence, and the Special Representative serves as the Chair of the United Nations Action Steering Committee. In 2008 United Nations Action created a Multi-Donor Trust Fund, currently named the Multi-Partner Trust Fund, to pool resources for United Nations Action's joint work. This Fund initially provided bridging funds to the Office, and currently provides funding for the Team of Experts. The Team of Experts, mandated by the Security Council in resolution 1888 (2009), comprises one post (D-1) and two positions (1 P-4 and 1 General Service (Other level)).

Table 1.30 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To prevent and address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Operationalization of the accountability system outlined in Security Council resolution 1960 (2010)	(a) Actual commitments obtained from Governments and parties to conflict, perpetrators of sexual violence listed and brought before the Sanctions Committee and/or prosecuted in a court of law *Performance measures* 2010-2011: 1 commitment Estimate 2012-2013: 3 commitments Target 2014-2015: 3 commitments
(b) Systematic reporting of incidents and trends	(b) Guidance materials developed and disseminated on a framework of early warning indicators of sexual violence in conflict

	Performance measures 2010-2011: 2 guidance materials Estimate 2012-2013: 3 guidance materials Target 2014-2015: 5 guidance materials
(c) Enhanced support and capacity-building to national Governments to address sexual violence	(c) (i) Establishment and deployment of the Team of Experts to situations of concern *Performance measures* 2010-2011: 2 deployments Estimate 2012-2013: 4 deployments Target 2014-2015: 6 deployments (ii) Increased number of projects developed and implemented in situations of concern *Performance measures* 2010-2011: 2 projects Estimate 2012-2013: 3 projects Target 2014-2015: 6 projects
(d) Effective communication and visibility of the mandate	(d) Increased awareness of and support for the Special Representative's mandate through articles on sexual violence in conflict in major publications and interviews on television, radio and print *Performance measures* 2010-2011: 10 articles Estimate 2012-2013: 15 articles Target 2014-2015: 18 articles

External factors

1.117 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of the international protection regime; and (b) there is continued political will on the part of all stakeholders to work towards preventing and ending the impunity of persistent violators of women's and children's rights in situations of armed conflict.

Outputs

1.118 During the biennium 2014-2015, the following outputs will be delivered:

(a) Parliamentary documentation (regular budget):

(i) Annual reports of the Special Representative of the Secretary-General on Sexual Violence in Conflict to the General Assembly (2);

(ii) Annual reports of the Secretary-General to the Security Council (2);

(iii) Other reports to the Security Council on country visits (4);

(b) Other substantive activities (regular budget):

(i) Regular briefings to the Security Council and Member States and other external parties in situations of concern (12);

(ii) Continuous dialogue with parties to armed conflict to elicit time-bound protection commitments (3);

(iii) Contribution to the development of training modules for the predeployment training of peacekeepers (5);

(iv) Workshops and events to disseminate information on the work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (10);

(v) Briefings and meetings with parties in situations of concern (10);

(vi) Launching of advocacy projects, social campaigns and outreach initiatives in local communities to create momentum for action in a manner that will prevent sexual violence and have a positive impact on victims (5).

1.119 The distribution of resources of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is reflected in table 1.31 below.

Table 1.31 **Resource requirements: Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 955.2	2 799.4	9	8
Non-post	491.5	547.3	–	–
Subtotal	**3 446.7**	**3 346.7**	**9**	**8**
B. Extrabudgetary	1 462.1	1 459.4	1	1
Total	**4 908.8**	**4 806.1**	**10**	**9**

1.120 The proposed resources amounting to $3,346,700 comprise $2,799,400 to provide for eight posts (1 Under-Secretary-General, 1 D-1, 1 P-5, 1 P-4, 2 P-3 and 2 General Service (Other level)), and $547,300 in non-post resources to provide for general temporary assistance and overtime, travel of staff, contractual services, general operating expenses, hospitality and supplies and materials. The reduction of $100,000 reflects, inter alia, the proposed abolishment of one post of Administrative

Assistant (General Service (Other level)) in line with General Assembly resolution 67/248 as reflected in table 1.7, item 6.

1.121 Extrabudgetary resources estimated at $1,459,400 will provide for, inter alia, the salaries of the members of the Team of Experts and related non-post resources.

F. Office of the Special Representative of the Secretary-General on Violence against Children

Resource requirements (before recosting): $4,875,300

1.122 In 2001, following a recommendation of the Committee on the Rights of the Child, the General Assembly, in its resolution 56/138, requested the Secretary-General to conduct an in-depth study on the question of violence against children. The United Nations Study on Violence against Children (see A/61/299), submitted at the sixty-first session of the General Assembly, addressed violence in five settings: the family, schools, alternative care institutions and detention facilities, places where children work and the community. The Study presented a set of recommendations for accelerating and monitoring progress in violence prevention and response. To promote dissemination and ensure effective follow-up to its recommendations, the Study called for the appointment of a Special Representative of the Secretary-General on Violence against Children.

1.123 In its resolution 62/141, the General Assembly took note of the recommendations of the Study and requested the appointment by the Secretary-General of a Special Representative on Violence against Children for a period of three years, after which time the mandate should be evaluated, including with regard to its funding. The Secretary-General announced the appointment of the Special Representative on Violence against Children in May 2009 and the Special Representative initiated her functions in September of the same year.

1.124 The scope of the mandate and the responsibilities of the Special Representative are set forth by General Assembly resolution 62/141. During the initial three-year period, the Special Representative and her Office were funded from voluntary contributions, with administrative support provided by UNICEF. In 2012, in its resolution 67/152, the General Assembly recommended that the Secretary-General extend the mandate of the Special Representative for a further period of three years, and decided that for the effective performance of the mandate and the sustainability of the core activities the mandate of the Special Representative shall be funded from the regular budget starting from the biennium 2014-2015.

1.125 Pursuant to the mandate set forth in resolution 62/141, the Special Representative is a high profile, global independent advocate for the prevention and elimination of all forms of violence against children. She acts as a bridge-builder and catalyst to mobilize action by Member States and other national and international partners across sectors and settings where violence against children may occur. With this aim, the Special Representative chairs the Inter-Agency Working Group on Violence against Children and has developed institutional collaboration mechanisms with national and regional organizations and institutions, as well as with civil society organizations through the International NGO Council on Violence against Children.

1.126 Through awareness-raising, the convening of regional and expert consultations, field missions, the publication of thematic reports and advocacy for policy and legal reforms, the Special Representative mobilizes political and social support to maintain momentum around this agenda and generate renewed concern about the harmful effects of violence against children, and to promote behavioural and social change for the prevention and elimination of this phenomenon and achieve steady progress in children's protection from violence. The overall thrust of the Special Representative's mandate is to accelerate progress in the implementation of the Study

recommendations, with a particular emphasis on those with a time-bound target, namely: (a) the development in each State of a national comprehensive strategy to prevent and respond to all forms of violence; (b) the introduction of an explicit legal ban on all forms of violence against children, in all settings; and (c) the consolidation of a national data system and research agenda on violence against children.

1.127 In pursuing these goals, the Special Representative promotes the following strategic objectives: (a) consolidation of the human rights foundation of children's freedom from violence, through the promotion of the ratification and implementation of core child rights treaties, and support to strategic standard-setting initiatives; (b) high-level advocacy to promote awareness and consolidate knowledge for the prevention and elimination of violence against children, and monitor the progress achieved; (c) institutionalization of partnerships with regional organizations and institutions to maximize engagement with Governments and develop policy platforms to promote cross-fertilization of experiences and sustain and further consolidate national action for children's protection from violence; and (d) strengthening of strategic alliances within and beyond the United Nations system, including with Member States, national institutions, civil society organizations and child-led organizations.

1.128 In the first three years of the mandate, the Special Representative has promoted the protection of children from violence as a human rights imperative, making use of mutually supportive strategies. These include advocacy for: (a) the ratification and implementation of international standards; (b) the promotion of international, regional and national consultations to advance progress, identify good practices and promote cross-fertilization of experiences; (c) hosting expert consultations and issuing thematic studies and information materials; and (d) the organization of field missions.

1.129 The progress made in this process and the achievements accomplished reiterate the validity and feasibility of the above strategy. Indeed, the global campaign for universal ratification on the Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography promoted by the Special Representative resulted in 26 additional ratifications (as of February 2013), bringing the total number of States Parties to 163, or more than 80 per cent of universal ratification. The promotion of the Optional Protocol to the Convention on the Rights of the Child on a Communications Procedure supported by the Special Representative, resulted in 35 signatories and 3 ratifications (as of March 2013). Strong advocacy for the enactment of an explicit legal prohibition of all forms of violence against children has contributed to an increase in the number of countries with a comprehensive legal ban on violence against children from 16 to 34, while the number of countries with a national policy agenda on violence against children has grown from 47 to more than 80.

1.130 As a result of the Special Representative's support to the institutionalization of regional partnerships to mobilize vigorous action to safeguard children from violence, regional cooperation frameworks on violence against children have been established in seven regions. The Special Representative also launched for the first time a global survey to assess progress in the prevention and elimination of all forms of violence against children to fast-track progress in this area; over 100 national Governments contributed to the survey. In order to support awareness-raising and enhanced knowledge for effective action on violence prevention and children's protection, the Special Representative organized seven thematic expert consultations on violence against children, and developed special thematic reports on selected priority themes, and information and communication materials and child-friendly materials to mobilize political action and social support for the prevention and elimination of violence against children.

1.131 The Office of the Special Representative does not have an operational field presence. To advance national progress and consolidate country initiatives, and to bring the mandate closer to national stakeholders and the public at large, the Special Representative conducted in the first three years of

her mandate more than 70 field missions, and promoted 11 regional consultations and several national conferences to strengthen the implementation of the Study recommendations and address a wide range of concerns, including: (a) the universal ratification of human rights treaties; (b) the promotion of a national agenda on violence against children; (c) the enactment and enforcement of legislation to ban all forms of violence, protect child victims, fight impunity and establish child-sensitive counselling, reporting and complaint mechanisms; and (d) the consolidation of data and research to inform policymaking. These initiatives will be further pursued in the future.

1.132 Pursuant to the recommendations of General Assembly resolution 67/152, the Special Representative will build upon the progress achieved in the initial three years of the mandate and further expand key areas of action in different regions and settings where violence against children continues to occur. Violence prevention and children's protection gained momentum and interventions will be pursued through enhanced partnerships within and beyond the United Nations system, including the effective engagement of relevant actors in society and the vibrant and active participation of young people. The Special Representative aims at increasing the advocacy work during 2014-2015 to keep the protection of children from violence as a high priority theme in the international policy agenda, to mobilize action and support to the prevention and elimination of this serious violation of child rights, and to consolidate the achievements of the initial stage of the mandate.

1.133 The Special Representative remains strongly committed to advancing progress in children's freedom from violence. The results achieved and the lessons learned over the initial three years of her mandate provide a sound foundation for sustaining investments, re-energizing efforts, addressing emerging concerns and promoting a paradigm shift in the safeguard of children from violence. The next few years will be strategic for further promoting comprehensive national agendas on violence against children, for strengthening children's legal protection from all forms of violence, including harmful practices and incidents of violence in the juvenile justice system. The Special Representative will continue to advocate for policy and law reform through debates and discussions in various United Nations and regional forums, as well as through technical advice and policy dialogues with individual Governments. The Special Representative will continue to raise awareness and provide guidance to Governments and key stakeholders through: (a) field missions; (b) advocacy on themes of special concern, including armed violence and violence associated with the use of new technologies; (c) the promotion of research and development of thematic reports; and (d) the organization of expert consultations and regional meetings to accelerate progress and promote cross-fertilization of experiences.

Table 1.32 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support global initiatives to promote the prevention and elimination of violence against children and increase awareness, political support and global action for the protection of children from all forms of violence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Consolidating the human rights foundation of children's freedom from violence, through the promotion of the ratification and implementation of core child rights treaties, and support to strategic standard-setting initiatives	(a) (i) Increased number of ratifications of the Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography

		Performance measures 2010-2011: Not applicable Estimate 2012-2013: 163 Target 2014-2015: 173 (ii) Increased number of ratifications of the Optional Protocol to the Convention on the Rights of the Child on a Communications Procedure *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 3 Target 2014-2015: 15 (iii) Number of general comments and/or new standards developed by international and regional human rights treaty bodies and mechanisms on prevention of and response to violence against children *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 3 Target 2014-2015: 10
(b) Undertaking advocacy and policy dialogue to strengthen children's protection from violence	(b)	(i) Increased number of national strategies on violence against children adopted by Member States *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 81 Target 2014-2015: 96 (ii) Increased number of national legislative measures on violence against children adopted by Member States

	Performance measures 2010-2011: Not applicable Estimate 2012-2013: 34 Target 2014-2015: 44
(c) Increased awareness and consolidation of knowledge to accelerate progress in the prevention and elimination of violence against children including through consultations and the production of thematic studies on special areas of concern	(c) (i) Number of high-level regional/expert consultations organized by Member States on violence against children *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 7 Target 2014-2015: 10 (ii) Number of thematic studies on violence-related concerns *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 4 Target 2014-2015: 12 (iii) Widened outreach of advocacy and communication tools across language communities, through increased number of languages available, increased percentage of visits to the Special Representative of the Secretary-General website and child-friendly materials *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 1 language/35,000 visits Target 2014-2015: 3 languages/1 child-friendly package/30 per cent increase in website visits (iv) Broadened access to data and research through increased number of information platforms and increased number of visits to social media platforms

	Performance measures (Number of social media platforms in use/number of followers) 2010-2011: Not applicable Estimate 2012-2013: 3 (Twitter, Facebook, Youtube channel)/800 Target 2014-2015: 4/1,040
(d) Institutionalized partnerships with regional organizations and institutions to maximize engagement with Governments and promote policy platforms and cross-fertilization of experiences for the protection of children from violence	(d) (i) Number of policy frameworks developed by regional organizations and institutions for the protection of children from violence *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 7 Target 2014-2015: 12 (ii) Number of monitoring initiatives by regional organizations, including regional studies on violence against children *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 3 Target 2014-2015: 10 (iii) Increased number of cross-fertilization initiatives within and between regions on violence against children *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 6 Target 2014-2015: 10
(e) Strengthened strategic alliances within and beyond the United Nations system, including direct engagement with children	(e) (i) Number of inter-agency initiatives through joint knowledge-building efforts, support to capacity-building and policy and advocacy developments on children's protection from violence

Performance measures

2010-2011: Not applicable

Estimate 2012-2013: 2

Target 2014-2015: 4

(ii) Number of meetings conducted by International NGO Council on Violence against Children to enhance advocacy on children's protection from violence and strengthen collaboration with civil society partners

Performance measures

2010-2011: Not applicable

Estimate 2012-2013: 4 (2 per year)

Target 2014-2015: 12

(iii) Number of thematic reports on violence against children developed by non-governmental organization partners to raise awareness and promote policy debate

Performance measures

2010-2011: Not applicable

Estimate 2012-2013: 2 (1 per year)

Target 2014-2015: 4

(iv) Increased number of children's consultations to strengthen awareness of violence against children

Performance measures

2010-2011: Not applicable

Estimate 2012-2013: 4 (2 per year)

Target 2014-2015: 12

(v) Increased number of child-friendly publications to enhance child participation in action to combat violence against children

	Performance measures 2010-2011: Not applicable Estimate 2012-2013: 2 Target 2014-2015: 4
(f) Strengthened implementation of Member States' commitments for children's protection from violence through high-level policy debate	(f) (i) Number of high-level policy meetings organized by national authorities and regional organizations on violence against children to enhance policy action *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 40 Target 2014-2015: 60 (ii) Increased number of media articles/ presence in national media outlets *Performance measures* 2010-2011: Not applicable Estimate 2012-2013: 40 Target 2014-2015: 60

External factors

1.134 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of international children's rights standards and child protection concerns; (b) continued political will and engagement are ensured by all stakeholders to pursue their commitments towards the prevention and elimination of all forms of violence against children in all settings and advance implementation of the recommendations of the United Nations Study on Violence against Children; and (c) emerging manifestations of violence and external factors exposing children to the risk of violence are effectively addressed by Member States and other relevant stakeholders across regions.

Outputs

1.135 During the biennium 2014-2015, the following outputs will be delivered:

(a) Parliamentary documentation (regular budget):

(i) Annual report of the Special Representative of the Secretary-General on Violence against Children to the General Assembly (2);

(ii) Annual report of the Special Representative to the Human Rights Council (2);

(iii) Reports on thematic topics pertaining to the protection of children from violence, including in the framework of reporting to the General Assembly and the Human Rights Council (4);

(b) Other substantive activities (regular budget):

(i) Periodic briefings with Member States (30);

(ii) Expert consultations with United Nations partners, regional organizations, national authorities and civil society partners (4);

(iii) Field missions to mobilize action and support for children's protection from violence (20);

(iv) Initiatives to accelerate progress in the Universal Ratification Campaign (2);

(v) Expert discussions held with human rights bodies and mechanisms and with partners to support standard-setting initiatives (2);

(vi) Field missions and high-level discussions held with national authorities and institutions (4);

(vii) Periodic meetings with regional organizations and institutions to strengthen legal and policy frameworks on violence against children (3);

(viii) High-level launch of thematic studies (4);

(ix) Translation of the website — new languages (2);

(x) Development of advocacy and communication tools, including support to information hub, web child-friendly package (1), videos (20), brochures (3) and newsletters (4);

(xi) Substantive support to development of political commitments/policy frameworks by regional organizations and institutions (1);

(xii) Dissemination initiatives to raise awareness and promote implementation of political commitments by regional organizations and institutions through, inter alia, newsletters (4), press statements (5), brochures (3);

(xiii) Substantive support provided to regional monitoring initiatives/studies (3);

(xiv) Organization of high-level meetings at the global and regional level to support cross-fertilization initiatives and South-South cooperation (4);

(xv) Organizing and chairing periodic meetings of the Inter-agency Working Group on Violence against Children (4) and following up on its conclusions and recommendations;

(xvi) Promoting joint research and advocacy materials to strengthen children's protection from violence (4);

(xvii) Periodic meetings and joint activities with the International NGO Council on Violence against Children, the non-governmental organization Group on the Convention on the Rights of the Child, regional and national coalitions and partners (2);

(xviii) Development of research with civil society partners on violence-related concerns (2);

(xix) Dissemination initiatives to enhance outreach and progress in children's protection from violence (4);

(xx) Periodic meetings with child-led organizations (4);

(xxi) Development and dissemination of child-friendly materials to enhance violence prevention and responses (2);

(xxii) Press articles and statements to generate public debate and influence positive action for children's protection from violence (20);

(xxiii) Raising concerns at the highest level to prevent incidents of violence against children and secure the protection of child victims (10).

1.136 The distribution of resources of the Office of the Special Representative of the Secretary-General on Violence against Children is reflected in table 1.33 below.

Table 1.33 **Resource requirements: Violence against children**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	–	3 316.4	–	10
Non-post	–	1 558.9	–	–
Total	**–**	**4 875.3**	**–**	**10**

1.137 The proposed resources amounting to $4,875,300 comprise $3,316,400 to provide for 10 posts (1 Assistant Secretary-General, 1 P-5, 3 P-4, 3 P-3, 1 General Service (Principal level) and 1 General Service (Other level)), and $1,558,900 in non-post resources to provide for general temporary assistance and overtime, consultants, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment.

G. Office of the United Nations Ombudsman and Mediation Services

Resource requirements (before recosting): $7,351,300

1.138 The Office of the United Nations Ombudsman was established by the Secretary-General in 2002 pursuant to General Assembly resolutions 55/258 and 56/253. The Office was strengthened by resolutions 61/261 and 62/228, by which the Assembly decided to create a single integrated and decentralized Office of the Ombudsman for the United Nations Secretariat, funds and programmes and to establish regional branches of the Office and a mediation service. The Assembly, in its resolution 67/241, reaffirmed that the informal resolution of conflict is a crucial element of the administration of justice, and emphasized that all possible use should be made of the informal system in order to avoid unnecessary litigation.

1.139 The terms of reference of the Office are set out in the Secretary-General's bulletin on the Office of the Ombudsman (see ST/SGB/2002/12). As requested by the General Assembly in paragraph 32 (c) of its resolution 61/261, the Office is currently in the process of revising the terms of reference.

1.140 In 2012, the Office received 1,488 cases from the United Nations Secretariat, including requests for mediation services. Since its inception in 2002, when the Office received 130 cases, there has been a steady and gradual increase in the number of staff visiting the Office.

1.141 The continued utilization of all services offered by the Office can be attributed to several factors, including: (a) the successful resolution of cases and systemic feedback to the Organization; (b) improved access to services; and (c) outreach efforts to promote the use of informal dispute-resolution mechanisms and to enhance conflict awareness and competence.

1.142 Concerted efforts continue to be made by the Office in the areas of outreach, and advocacy to raise awareness on the importance of resolving conflict early and informally, rather than allowing it to fester until issues become intractable, which may then result in higher direct and indirect costs to the Organization.

1.143 The scope of the Ombudsman's work is not only reflected in the source or number of cases received, but also in their increasing complexity. This applies in particular to cases brought forward for mediation or which require team interventions. Often, a case brought to the Office can involve several parties and multiple issues, each of which must be addressed. For example, a visitor may raise issues about contractual status, interpersonal skills, entitlement and performance. In this respect, the General Assembly has encouraged the Office of the Ombudsman and Mediation Services to continue to identify the underlying systemic issues that cause problems or impede the Organization's mission so that they can be addressed and future problems can be prevented.

1.144 The priorities of the Office of the Ombudsman and Mediation Services for the biennium 2014-2015 take into consideration the following: (a) the continued demand for informal conflict resolution, including in the mediation area, and the need for in-person intervention for effective and speedy resolution; (b) the emphasis on informal resolution and the need for a culture of collaboration to help the Organization achieve its mission more effectively and efficiently; and (c) the Office's mandate to identify systemic issues.

1.145 The overall goal of informal resolution is to enhance the Organization's ability to deal with workplace conflict early and effectively, thus reducing the overall cost of conflict and improving staff morale and productivity.

1.146 During the biennium 2014-2015, the Office of the Ombudsman and Mediation Services will:

(a) Resolve workplace concerns as brought forward to the Ombudsman by individuals or groups of individuals;

(b) Promote an organizational culture of collaboration and conflict prevention;

(c) Continue to strengthen the Organization through an analysis of the roots of conflict and subsequent feedback to the Organization.

Table 1.34 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff to seek redress of grievances

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Consolidated practice of informal conflict resolution as a means in resolving workplace concerns	(a) Number of conflicts in which the Ombudsman assisted or facilitated resolution
	Performance measures
	2010-2011: 1,495 cases referred
	Estimate 2012-2013: 2,000 cases referred
	Target 2014-2015: 2,000 cases referred
(b) Enhanced conflict awareness	(b) Number of outreach activities undertaken to enhance conflict awareness
	Performance measures
	2010-2011: not available
	Estimate 2012-2013: 100
	Target 2014-2015: 100

External factors

1.147 The Office of the Ombudsman is expected to achieve its objective and expected accomplishments on the assumption that: (a) all parts of the Organization recognize the value of resolving disputes informally and are willing to engage in the informal process; (b) staff and management are committed to resolving disputes on a timely basis; and (c) staff contact the Office at an early stage of the dispute.

Outputs

1.148 During the biennium 2014-2015, the following outputs will be delivered (regular budget and other assessed):

(a) Provision of ombudsman and mediation services in 2,000 cases;

(b) Identification of systemic issues affecting staff members and the provision of the related feedback to the Organization;

(c) Awareness-raising activities to enhance conflict competence and staff and managers' knowledge about informal resolution;

(d) Annual report to the General Assembly on the activities of the Office (2).

1.149 The distribution of resources of the Office of the United Nations Ombudsman and Mediation Services is reflected in table 1.35 below.

Table 1.35 **Resource requirements: Office of the United Nations Ombudsman and Mediation Services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	6 512.4	6 676.5	21	21
Non-post	676.8	674.8		
Subtotal	**7 189.2**	**7 351.3**	**21**	**21**
B. Other assessed	3 423.5	3 789.0	7	9
Total	**10 612.7**	**11 140.3**	**28**	**30**

1.150 The proposed resources amounting to $7,351,300 comprise $6,676,500 to provide for 21 posts (1 Assistant Secretary-General, 2 D-1, 7 P-5, 2 P-4, 1 P-3, 5 General Service (Other level) and 3 General Service (Local level)), and $674,800 in non-post resources to provide for general temporary assistance and overtime, consultants, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment. The net increase of $162,100 relates to the delayed impact of a P-4 post approved in 2012-2013 ($164,100), partly offset by the removal of the non-recurrent resources associated with the post ($2,000).

1.151 Resources funded from the support account for peacekeeping operations estimated at $3,789,000 will support clients based in peacekeeping missions that require a dedicated capacity to carry out a broad overview, coverage and analysis of systemic issues arising in the field.

H. Office of Administration of Justice

Resource requirements (before recosting): $17,380,000

1.152 The Office of Administration of Justice was established pursuant to General Assembly resolutions 61/261 and 62/228, by which the Assembly decided to introduce a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice in the United Nations to address work-related disputes. The framework of the new two-tier system is based on the recommendations of the Redesign Panel, a group of independent experts, contained in a report submitted to the Secretary-General in 2006 (see A/61/205).

1.153 The Office of Administration of Justice, as set out in the Secretary-General's bulletin (ST/SGB/2010/3), is an independent office responsible for the overall coordination of the formal system of justice, and for contributing to its functioning in a fair, transparent and efficient manner. This includes making all the necessary arrangements for the functioning of the two Tribunals: the United Nations Dispute Tribunal with Registries in each of its duty stations in New York, Geneva and Nairobi, and the United Nations Appeals Tribunal with a Registry in New York. It also includes overseeing the Office of Staff Legal Assistance, with a main office in New York and branches in Geneva, Nairobi, Addis Ababa, and Beirut.

1.154 In addition, the Office provides support to the Internal Justice Council, an independent body established by the General Assembly to identify suitable candidates to be recommended to the Assembly for appointment as judges of the two Tribunals, draft a code of conduct for the judges and provide its views on the implementation and functioning of the new system of justice to the General Assembly. Pursuant to General Assembly resolution 66/237, the Council also includes the

views of the United Nations Dispute Tribunal and United Nations Appeals Tribunal judges in its annual reports.

1.155 The Office is headed by the Executive Director, who is responsible for the formulation and implementation of the work programme and the management of the financial and human resources of the Office.

1.156 The United Nations Dispute Tribunal and the United Nations Appeals Tribunal, which are composed of professional and experienced judges who issue binding decisions, is the centrepiece of the new formal system. The Tribunals are supported by Registries. The Dispute Tribunal Registries, located in New York, Geneva and Nairobi, are staffed by a total of 15 posts, including 5 posts in New York (1 P-5 Registrar, 1 P-4 Legal Officer, 1 P-3 Legal Officer and 2 General Service (Other level); 5 posts in Geneva (1 P-5 Registrar, 1 P-4 Legal Officer, 1 P-3 Legal Officer and 2 General Service (Other level); and 5 posts in Nairobi (1 P-5 Registrar, 1 P-4 Legal Officer, 1 P-3 Legal Officer and 2 Local level). The Appeals Tribunal Registry, located in New York, is staffed by a P-5 Registrar, a P-4 Legal Officer, a P-3 Legal Officer and 2 General Service (Other level). The coordination of substantive, technical and administrative aspects of the Registries is the responsibility of the Principal Registrar, at the D-1 level. The Principal Registrar has no dedicated administrative support.

1.157 The United Nations Dispute Tribunal is represented in New York, Geneva and Nairobi by one full-time judge and one full-time ad litem judge at each location. In addition, two half-time judges rotate between the two duty stations with the largest caseload, working three months in each six-month period of the biennium. The Tribunal's Registries must function in coordination as elements of a single tribunal, despite the fact that they are separated geographically.

1.158 The United Nations Appeals Tribunal is the appellate body reviewing the decisions of the Dispute Tribunal according to the limited jurisdiction set out in its statute. The Appeals Tribunal consists of seven judges who hold sessions during the year to deliberate on and adjudicate cases. The number of sessions depends on the number of cases received. According to its Rules of Procedure, the Appeals Tribunal normally hold two sessions per calendar year and additional extraordinary sessions may be convened by the President when required by the number and urgency of the cases. In 2012, the Appeals Tribunal received 142 new appeals, rendered 91 judgements and had 108 appeals pending as at 31 December 2012. New appeals are being filed at the rate of about 12 per month or about 145 per calendar year.

1.159 The United Nations Dispute Tribunal and the United Nations Appeals Tribunal function in English and French, and judgements must be translated into the two languages. Additionally, the statutes of both Tribunals require that judgements be published in the official language used by the staff member to file his or her application. During oral hearings of the Tribunals, it is necessary to provide for simultaneous interpretation whenever the participants cannot understand the language used by the judge to conduct the proceeding.

1.160 The Dispute Tribunal and, to a lesser extent, the Appeals Tribunal hold oral hearings. Since the inception of the new system of Administration of Justice on 1 July 2009, the Dispute Tribunal has held 849 hearings and the Appeals Tribunal has held 15 hearings. The General Assembly has mandated that the hearings of the Tribunals be open to the public and stressed the need for the construction of fully equipped and functional courtrooms. A new courtroom has been built in Nairobi and plans have been finalized for courtrooms in New York and Geneva.

1.161 Generally, cases before the Dispute Tribunal are decided by a single judge. However, under the Tribunal's statute, three-judge panels may be constituted for certain types of cases. It is also periodically necessary for witnesses to travel to appear before the Tribunals in person, whenever the Tribunal considers the physical presence of a witness to be essential.

1.162 In accordance with the General Assembly's request that the new system be efficient, transparent and decentralized, information and communications technologies are used to the fullest extent. An e-filing system (court case management system) and a comprehensive website containing an electronic reference library have been established. The e-filing system permits staff members to submit their cases electronically from any duty station to the Tribunals and allows parties to monitor their cases electronically from any geographic location. Contractual services to host and maintain the court case management system and the website are proposed. As the system must be both transparent and decentralized, provisions for the Dispute Tribunal for holding oral hearings, including appropriate videoconferencing facilities, have been included. Videoconferencing also permits the judges and staff located at different duty stations to function as an integrated whole.

1.163 The Office of Staff Legal Assistance was established as part of the Office of Administration of Justice. Its main office is in New York and it has branches in Geneva, Nairobi, Addis Ababa and Beirut. The staffing complement comprised of one Chief (P-5), five Legal Officers (P-3), one Associate Legal Officer (P-2) and three Legal Assistants (General Service (Other level)) and is supplemented with general temporary assistance resources to provide for one additional Legal Officer (P-3) funded through the support account for peacekeeping operations. These staff members are required to serve a population of about 75,000 staff members who bring more than 1,000 cases per year. In line with General Assembly resolution 67/241, the overall level of resources will be maintained at the current level until a decision on a staff-funded mechanism to provide for additional resources is made. At the same time, the Office of Staff Legal Assistance has explored many options for augmenting its capacity to cope with the current caseload, which exceeds the existing capacity. The utilization of retired staff with legal credentials as volunteers and interns is one example of solutions that have been explored by the Office to mitigate the staff shortage. The Office has also established a trust fund and solicited donations from staff unions and associations, and made calls to individual staff members for contributions. These efforts have provided only limited additional capacity to the Office and have proven to be insufficient to meet the current demand.

1.164 The General Assembly established the Internal Justice Council to help ensure independence, professionalism and accountability in the new system of administration of justice. Pursuant to Assembly resolution 62/228, the duties of the Council include providing its views and recommendations to the Assembly on suitable candidates for appointment to the Dispute and Appeals Tribunals, and on the implementation of the system of administration of justice to the Assembly. The Office of the Executive Director of the Office of Administration of Justice provides the Council with administrative and technical support to fulfil its mandate. The proposed resources under the Office of Administration of Justice also provide for the remuneration of the distinguished external members of the Internal Justice Council.

Table 1.36 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To provide a fully functioning, professionalized, adequately resourced, decentralized, efficient and transparent internal justice system to resolve disputes regarding the terms and conditions of employment of staff members

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient handling of administrative appeals	(a) (i) Time from initial appeal by staff member to binding decision by the United Nations Dispute Tribunal is less than one year from time of filing *Performance measures* (Percentage of cases decided upon within one year) 2010-2011: not applicable Estimate 2012-2013: 70 per cent Target 2014-2015: 70 per cent (ii) The United Nations Appeals Tribunal issues final and binding decisions on appeals made to it within one year of receipt *Performance measures* (Percentage of cases for which a decision is issued within one year) 2010-2011: not applicable Estimate 2012-2013: 70 per cent Target 2014-2015: 70 per cent (iii) Cases filed and tracked electronically in the case management system in all duty stations *Performance measures* (Percentage of cases filed and tracked electronically) 2010-2011: not available Estimate 2012-2013: 70 per cent Target 2014-2015: 100 per cent

(iv) The Office of Staff Legal Assistance provides submissions on behalf of represented staff members in accordance with the deadlines of the Tribunal

Performance measures

(Percentage of submissions provided within deadlines)

2010-2011: not available

Estimate 2012-2013: 95 per cent

Target 2014-2015: 100 per cent

External factors

1.165 The Office is expected to achieve its objective and accomplishments on the assumption that: (a) staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms; (b) staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals; (c) the caseload remains stable; and (d) staff members avail themselves of electronic means of filing and processing cases.

1.166 The distribution of resources of the Office of Administration of Justice is reflected in table 1.37 below.

Table 1.37 **Resource requirements: Office of Administration of Justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	10 127.7	10 291.8	36	36
Non-post	7 100.9	7 088.2		
Subtotal	**17 228.6**	**17 380.0**	**36**	**36**
B. Other assessed	223.6	302.2		
C. Extrabudgetary	24.7	20.0		
Total	**17 476.9**	**17 702.2**	**36**	**36**

1.167 The proposed resources amounting to $17,380,000 comprise $10,291,800 to provide for 36 posts (1 D-2, 1 D-1, 5 P-5, 6 P-4, 9 P-3, 1 P-2, 11 General Service (Other level) and 2 Local level) and $7,088,200 in non-post resources to provide for general temporary assistance, non-staff compensation, consultants, travel of representatives, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net increase of $151,400 reflects: (a) the provision for the continuation of the three ad litem judges and complement staff (3 P-3, 2 General Service (Other level) and 1 Local level) for the 12-month period starting on 1 January 2014 ($1,645,600); (b) the additional honoraria for the judges of the Appeals Tribunal based on the anticipated number of judgements ($701,300); (c) the additional

resources for travel based on the projected caseload, which requires additional sessions of the Appeals Tribunal and additional meetings of the Dispute Tribunal ($333,800); (d) the delayed impact of the P-4 Legal Officer post approved for 2012-2013 ($164,100); and (e) other related resources to provide for communications, contractual services and supplies and materials ($513,900), partly offset by the removal of the non-recurrent resources related to the ad litem judges and related staff ($3,149,700) and other related resources such as contractual services and general operating expenses ($57,600).

1.168 Resources funded from the support account for peacekeeping operations estimated at $302,200 will provide for general temporary assistance related to a P-3 Legal Officer approved for the Office of Staff Legal Assistance in Nairobi.

1.169 Extrabudgetary resources estimated at $20,000 will supplement the regular budget and assist the legal work of the Office of Staff Legal Assistance.

I. Ethics Office

Resource requirements (before recosting): $3,946,500

1.170 The Ethics Office was established in 2006 by the Secretary-General in response to General Assembly resolutions 60/1 and 60/248, wherein the Assembly welcomed the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. The terms of reference of the Office are set out in the relevant Secretary-General's bulletin (ST/SGB/2005/22), which entered into force on 1 January 2006.

1.171 The role of the Ethics Office, as provided in the Secretary-General's bulletin, is to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity, as envisaged in the Charter of the United Nations through fostering a culture of ethics, transparency and accountability. The Ethics Office reports directly to the Secretary-General and does not replace any existing mechanism available to staff for the reporting of misconduct or the resolution of grievances. The head of the Ethics Office is appointed by and held accountable to the Secretary-General in the performance of his or her functions.

1.172 In its resolution 63/250, the General Assembly welcomed the establishment of the United Nations Ethics Committee, later renamed the Ethics Panel of the United Nations, for the purpose of securing the highest standards of ethics and integrity of United Nations staff members and ensuring the consistent application of such standards within the United Nations including its separately administered organs and programmes in accordance with Article 101, paragraph 3, of the Charter of the United Nations. The terms of reference of the Ethics Panel are contained in the Secretary-General's bulletin on United Nations system-wide application of ethics: separately administered organs and programmes (see ST/SGB/2007/11 and ST/SGB/2007/11/Amend.1).

1.173 The members of the Ethics Panel include: the United Nations Secretariat Ethics Office, United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), United Nations Office for Project Services (UNOPS), the World Food Programme (WFP), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the Office of the United Nations High Commissioner for Refugees (UNHCR). The Ethics Office also provides ethics-related advice to United Nations entities which have not yet designated ethics offices, in accordance with the relevant provisions of the Secretary-General's bulletin on United Nations system-wide application of ethics (see ST/SGB/2007/11).

1.174 The main responsibilities of the Ethics Panel are to establish a unified set of ethical standards and policies of the United Nations Secretariat and of the separately administered organs and programmes, and to consult on certain important and particularly complex cases and issues having United Nations-wide implications raised by any Ethics Office or the Chair of the Ethics Panel. The Chair of the Ethics Panel is the head of the United Nations Ethics Office, who provides functional leadership to all members of the Committee. The Ethics Panel also reviews the annual reports of the ethics offices of the United Nations Secretariat and the separately administered organs and programmes and makes recommendations for the future, as appropriate.

1.175 Also in its resolution 63/250, the General Assembly requested the Secretary-General to discuss with the executive heads of the specialized agencies, funds and programmes, within the framework of the Chief Executives Board for Coordination, areas for cooperation and cost-savings on ethics-related matters. Subsequently in June 2010, the United Nations Ethics Network was established. The Network is comprised of ethics officers and officials designated to perform ethics functions from the United Nations Secretariat, funds, programmes, specialized agencies as well as other international organizations. Since its establishment, the facility has been renamed the Ethics Network for Multilateral Organizations and focuses on achieving common standards and shares knowledge and practice among its members.

1.176 The constituency of the Ethics Office includes Headquarters, the regional commissions, peacekeeping operations, special political missions and the Tribunals, totalling 42,887 staff members worldwide (as at 30 June 2012). In respect of its advisory and guidance practices, the Ethics Office maintains close cooperation with Member States, private sector entities, academia and others. It also offers technical assistance to newly formed ethics offices within the United Nations system, sharing best practices, developing common approaches and promoting organizational cultures informed by ethics and integrity.

1.177 During the period from its establishment in January 2006 to 31 July 2012, the services of the Office were sought by 3,385 individuals. The Office received 153 requests in 2006, 287 in 2007, 446 in 2008, 434 in 2009, 412 in 2010, 766 in 2011 and 887 in 2012. The Office intends to reach a minimum of 2-3 per cent of all Secretariat staff annually, attesting to the continuing importance of the Office as a secure and confidential consultative resource for staff at all levels, on ethics, culture, values, and standards. In the biennium 2014-2015, the Office will continue its outreach and communications campaign to ensure that all Secretariat staff, wherever they are based, are knowledgeable about the United Nations expectations for ethical conduct and have access to the services of the Ethics Office. By raising awareness of expectations and resources, ethical concerns can be raised and resolved promptly, thereby minimizing ethical and reputational risk to the Organization.

1.178 The Ethics Office will continue to deliver on its mandated activities, namely on: (a) the administration of the Organization's financial disclosure programme; (b) undertaking the responsibilities assigned to it under the Organization's policy for the protection of staff members against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; (c) the provision of confidential advice and guidance to staff on ethical issues (e.g., conflict of interest), including administering an ethics helpline; (d) the development of standards, training and educational materials on ethics issues in collaboration with relevant offices and ensuring annual ethics training to all staff; and (e) the promotion of coherence by providing functional leadership to members of the Ethics Panel and to enhance cooperation with members of the Ethics Network for Multilateral Organizations to achieve the highest standards of ethics and integrity and to ensure the consistent application of such standards throughout the United Nations.

1.179 In carrying out these responsibilities, the Ethics Office will give priority to the following undertakings and major initiatives during the period 2014-2015: (a) ensure protection for

individuals who report misconduct or cooperate with duly authorized audits or investigations; (b) administer the financial disclosure programme and achieve a full compliance rate; (c) provide timely, effective and practical ethics advice to all staff; (d) review and propose a new regulatory framework to enhance the financial disclosure programme and the Protection against Retaliation policy; (e) develop a new programme for the Leadership Dialogues project; (f) enhance the Secretariat's ability to evaluate and measure its organizational commitment to ethics and integrity through appropriately designed qualitative and quantitative research tools; (g) identify and respond to individual integrity, institutional integrity, and ethical process risks; (h) support, sustain and promote an organizational culture premised on ethics, integrity, accountability, transparency and respect; and (i) expand the library of outreach, communication, education, and training interventions designed to promote ethical values and standards.

1.180 Through the auspices of the financial disclosure programme, covered staff members disclose assets, liabilities and outside activities for themselves and their immediate family members, in order for the United Nations to detect, mitigate and resolve actual, potential, and apparent conflicts of interest. In accordance with the United Nations Oath of Office, these matters must be resolved in the best interests of the Organization. During the 2011 filing cycle, a total of 4,306 staff members participated in the disclosure process. During the 2012 filing cycle, the number of covered filers increased to 4,631, representing an increase of 7.5 per cent. It is anticipated that the total covered filing population will increase to more than 4,750 staff members during the 2015 filing cycle.

1.181 During the current biennium and extending into the next, the Ethics Office has been charged with conducting a regulatory review of the financial disclosure programme, its risk profile, scope and filer population. The results of that review may lead to changes in the analytical framework, disclosure process, covered filing population, and remedial interventions available to the United Nations.

1.182 During the biennium 2014-2015, the Ethics Office will: (a) continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability, and transparency and thereby enhance the trust in and the credibility of the United Nations; (b) continue to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter; (c) continue its outreach and communications campaign to raise awareness of the services provided by the Office on Ethics and Integrity, with particular emphasis on field staff; (d) continue to develop standards, training and education on ethics issues and ensure annual ethics training; (e) continue to provide confidential ethics advice and guidance as well as administer the ethics helpline; (f) continue to administer the financial disclosure programme; (g) continue to provide protection against retaliation for those staff members who have reported misconduct or cooperated with a duly authorized audit or investigation; (h) promote and facilitate coherence, mutual support and harmonization between the United Nations Secretariat Ethics Office, the Ethics Panel and Ethics Network; and (i) complete regulatory review of Secretary-General's bulletins on protection against retaliation and the financial disclosure programme, ensuring their consistency with global best practices.

Table 1.38 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote and sustain an ethical organizational culture of integrity, accountability and transparency, and ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of staff members to detect ethics issues and apply ethical judgement	(a) (i) Increased number of outreach and training sessions *Performance measures* 2010-2011: 100 sessions Estimate 2012-2013: 130 sessions Target 2014-2015: 150 sessions (ii) Number of ethics enquiries received and resolved *Performance measures* 2010-2011: 756 cases Estimate 2012-2013: 700 cases Target 2014-2015: 795 cases
(b) Effective administration of the financial disclosure programme	(b) Achievement of full compliance rate *Performance measures* 2010-2011: 99.9 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(c) Effective administration of the protection against retaliation policy	(c) Percentage of requests for protection against retaliation are evaluated within 45 days *Performance measures* (Percentage evaluated within 45 days) 2010-2011: 75 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

1.183 The Ethics Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) it receives staff members' financial disclosure statements on time; (b) it receives complete information from clients who seek protection against retaliation; (c) the security situation in United Nations offices globally allows for outreach visits; (d) staff avail themselves of the training and services provided by the Ethics Office; (e) members of the United Nations Ethics Panel and Ethics Network participate and contribute in scheduled meetings; (f) United Nations leaders continue to provide strong "tone from the top" leadership and support for the Office; (g) mid-level managers serve as champions for ethics and integrity and encourage staff to speak up, report concerns, and seek out confidential advice; (h) the United Nations Dispute Tribunal decisions are supportive of the confidential and independent nature of the Office; and (i) the heads of office continue to pursue avenues to improve their organizational cultures for ethics and integrity.

Outputs

1.184 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: annual report to the General Assembly on the activities of the Ethics Office (2);

(b) Other substantive activities (regular budget, other assessed and extrabudgetary):

(i) Organization and delivery of outreach and training activities (150);

(ii) Administration of statements of financial disclosure or declarations of interest (4,750);

(iii) Provision of protection against retaliation in cases involving staff members who have reported misconduct or cooperated in duly authorized audits or investigations (50);

(iv) Provision of ethics advice, guidance and technical assistance (795);

(v) Organization and leadership of meetings of the United Nations Ethics Panel and the Ethics Network (20);

(vi) Conduct of ethical leadership reviews with select senior managers in support of the Secretary-General's compact with his senior managers (10).

1.185 The distribution of resources of the Ethics Office is reflected in table 1.39 below.

Table 1.39 **Resource requirements: Ethics Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 626.8	2 471.0	9	8
Non-post	1 437.6	1 475.5		
Subtotal	**4 064.4**	**3 946.5**	**9**	**8**
B. Other assessed	**2 299.3**	**2 684.6**	**1**	**1**
C. Extrabudgetary	1 364.2	1 600.0		
Total	**7 727.9**	**8 231.1**	**10**	**9**

1.186 The proposed resources amounting to $3,946,500 comprise $2,471,000 to provide for eight posts (1 D-2, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)), and $1,475,500 in non-post resources to provide for general temporary assistance and overtime, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The reduction of $117,900 reflects, inter alia, the proposed abolishment of 1 Administrative Assistant post (General Service (Other level)) in line with General Assembly resolution 67/248, as reflected in table 1.7, item 7.

1.187 Resources funded from the support account for peacekeeping operations estimated at $2,684,600 will allow the Ethics Office to continue to provide support to staff in the field to achieve the full compliance rate.

1.188 Extrabudgetary resources estimated at $1,600,000 will provide for the participants of the financial disclosure programme funded through extrabudgetary resources.

J. United Nations Partnerships Facility

Resource requirements (before recosting): $1,525,300

1.189 In resolution 66/223, the General Assembly stressed that partnerships are "voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits".

1.190 Member States, through the outcome documents of major conferences and summits, and a number of resolutions of the General Assembly over the last 12 years, have consistently recognized and encouraged partnership with external actors. As noted in the Millennium Declaration and many times since then, partnership is a much broader form of cooperation for achieving the United Nations goals and mandates across the wide spectrum of United Nations activities than merely mobilization of financial resources to the United Nations.

1.191 In the United Nations Millennium Declaration, Member States resolved "to give greater opportunities to the private sector, non-governmental organizations and civil society, in general, to contribute to the realization of the Organization's goals and programmes" (General Assembly resolution 55/2, para. 30) and to "develop strong partnerships with the private sector and with civil society organizations in pursuit of development and poverty eradication" (ibid., para. 20).

1.192 Following on the Millennium Declaration, the 2005 World Summit and the 2010 High-level Plenary Meeting of the General Assembly reinforced the notion of partnership as vital for development in many countries. Likewise, the importance of partnership for the implementation of sustainable development was acknowledged and financing through existing and new partnerships, including public-private partnerships, was encouraged in the outcome documents from the World Summit on Sustainable Development, in Johannesburg (2002), the United Nations Conference on Sustainable Development, in Rio (2012), the Follow-up International Conference on Financing for Development, in Doha (2008), the Fourth Conference on the Least Developed Countries, in Istanbul (2011), and in resolutions of the General Assembly on themes varying from science, technology and agriculture to financing for development and global partnerships (see, for example, resolutions 66/184, 66/187, 66/191, 66/195, 66/211, 66/220, 66/223).

1.193 The vast majority of partnerships are conducted by the United Nations departments, agencies, funds and programmes. In recent years, the United Nations system has experienced a fast growing demand to build partnerships at Headquarters and at the country level. In response to this growing interest and attention to partnership, and the growing evidence of the potential of partnership to help achieve a wide range of United Nations mandates, the Secretary-General presented to the General Assembly on 25 January 2012 his intention to propose a new Facility to scale up the Organization's capacity to mobilize the resources of government, business, finance, philanthropic organizations, civil society, and academic and scientific institutions across a broader range of issues and areas.

1.194 In order to develop a joint United Nations system approach, the Secretary-General launched an inter-agency process to assess the United Nations partnership capacity and strategies with the full range of external actors. The group has met periodically to consider the added value of establishing a United Nations Partnerships Facility to determine how coherence and coordination among the entities engaged in partnership could be improved and to identify gaps. The group has recommended that the operational role of partnership remains with the various entities and that a new Facility focus on the systemic benefits for the Organization and its Member States in achieving agreed goals, targets and actions and in advancing United Nations values.

1.195 In addition, the Executive Office of the Secretary-General has continued its efforts to build transformational multi-stakeholder initiatives such as Every Woman Every Child and Sustainable Energy for All. Every Woman Every Child has delivered approximately $10 billion as of September 2012 and, at its launch during the Rio+20 Conference, Sustainable Energy for All saw pledges of more than $50 billion, primarily from non-official development assistance (ODA) sources, thus demonstrating the capacity to increase the flow of resources through partnership. These multi-stakeholder transformative initiatives are innovative partnership mechanisms that include stakeholders from all relevant sectors and utilize the core competences of each to catalyse wide-scale changes in behaviour, achieving greater scale and impact because the benefits accrue broadly. They aim to create a lasting impact on crucial systemic issues and can create a broader economic impact in terms of sustained, inclusive and equitable economic growth and job creation, which Member States have defined as a vital role for partnership.

1.196 At a time in which the United Nations faces major challenges in addressing growing demand, partnership is an additional means to achieve the Organization's goals and mandates. It both supplements traditional development assistance and has proven to leverage the increase of both ODA and non-traditional financial flows. Most importantly, the task at hand is to move beyond consideration of financial flows only and adopt a vision which encompasses a range of contributions such as innovation, technology, research and human capacity. Traditional development assistance, combined with multi-stakeholder partnerships that bring in a variety of such resources, catalyse and leverage financial and other resource flows to meet both the demand

to achieve the Millennium Development Goals in the coming years and serve as a model for how to achieve the post-2015 development framework.

1.197 The United Nations brings unique value to the partnership equation. The Organization enjoys universal legitimacy by a broad spectrum of partners, who are willing to focus actions and cooperation in support of the United Nations goals, targets, values and principles, including achieving internationally agreed development goals. The United Nations and the Secretary-General have global convening power. Interest among external actors to engage with the United Nations in achieving these goals, targets, values and principles is widespread and the United Nations has an extensive country-based network and presence on the ground that enables outreach to and interaction with partners on a global scale. The United Nations system also has access to and can draw upon an unparalleled range of technical expertise. Finally, the United Nations has global brand recognition.

1.198 This opportunity provided by partnership is currently being handled through various United Nations efforts. As described above, the United Nations departments, agencies, funds and programmes are growing their partnership efforts; the Office of the Secretary-General provides leadership in convening multi-stakeholder initiatives in specific areas related to sustainable development; the United Nations Office of Partnerships provides a channel, through the United Nations Fund for International Partnerships, for funding from the United Nations Foundation; and the Global Compact focuses on corporate sustainability and engaging the private sector.

1.199 However, a review of these efforts shows that the services provided by the above-mentioned efforts are not sufficient to meet current demands and opportunities in a number of critical areas. United Nations partnership capacities can and should be strengthened. While the Organization's record on accountability for partnerships with external actors remains strong, as partnerships are taken to scale, a need for additional accountability and transparency measures will be central to maintaining the confidence of all partners and the broader public. Furthermore, capacity to carry out partnership and ensure the quality and integrity of the Organization's partnerships is limited and should be improved upon. Coherence and coordination among departments, agencies, funds and programmes rules and procedures governing partnership must also be enhanced in order for the Organization to act and deliver in a strategic manner. Lack of basic consistency and coherence between the modus operandi used by different United Nations entities has impeded this to date. Furthermore, the development and implementation of partnerships with external actors can have high transaction costs, if not properly managed. Additionally, the capacity to retain meaningful institutional memory on partnership needs to be improved for the Organization to maintain its credibility with its partners.

1.200 The United Nations faces a major challenge in addressing growing demand and reaching all whom the Organization serves in the most accountable, effective and efficient way possible. Traditional single-stakeholder project-based transactional partnerships between a single United Nations entity and a single external partner meet important needs, but only for a limited number of beneficiaries. As a vehicle to meet the Millennium Development Goals and other internationally agreed goals, the potential of partnership is far from being fully realized. Multi-stakeholder or transformational partnerships with many United Nations entities and many external partners provide the Organization with a way to demonstrate leadership to scale up services, mobilize resources to meet demand, and offer the highest value impact. However, capacity to create and backstop multi-stakeholder partnerships and engage the United Nations system and Member States, and external actors in a systematic way is, at this stage, insufficient.

1.201 Finally, coherence and coordination in partnership work at the global policy and country levels should be mutually reinforcing. Delivering as one through partnership, including multi-stakeholder partnerships must be firmly rooted in a strong complementarity between these levels in order to function effectively and efficiently.

1.202 The conclusion of this review is that the partnership potential of the United Nations is far from being realized. There would thus be significant added value in supporting and accelerating existing partnerships carried out by the United Nations system and helping take them to scale through the provision of a common set of services to enhance accountability, coherence, knowledge-sharing, efficiency and effectiveness. There is also a clear need to develop the capacity to create and deliver on multi-stakeholder partnerships that transcend the capabilities and agendas of any one entity, institution or donor. By bringing together all stakeholders, the potential for buy-in is strengthened, as is the potential for innovative, cross-cutting approaches that address the complexity of United Nations mandates and goals.

1.203 In order to realize this potential, it is suggested to create a new United Nations Partnerships Facility, which will improve accountability and transparency; enhance coherence; upgrade the Organization's capacity to leverage and create an impact at the country level; achieve the scale of partnership needed to make a catalytic and transformative contribution to advancing United Nations goals, mandates and values; and enhance efficiency and effectiveness. To this end, the Facility will fill critical gaps by providing a set of central capacities for engaging with external actors. The Facility's role will be unique because, unlike individual United Nations entities engaged in partnership, it will support partnership work across the full spectrum of external partners, across the full spectrum of substantive mandates given to the United Nations by Member States, and across the full spectrum of United Nations entities themselves.

1.204 The functions of the United Nations Partnerships Facility set out below support the Organization in scaling-up the United Nations capacity to mobilize the resources of government, business, finance, philanthropic organizations, civil society, and academic and scientific institutions. The inter-agency process has identified these functions as insufficiently provided by the United Nations current partnership capacity. If provided, they will enhance the United Nations partnership activities and capacity.

1.205 The United Nations Partnerships Facility will perform four primary functions:

(a) *Ensure accountability, integrity and transparency*. Additional services will be developed and put at the disposal of the United Nations system to address recurrent demand for enhanced accountability, integrity, and transparency. Building on the system-wide experience in providing due diligence services this function will: (i) provide advice on, and facilitation of, due diligence methodologies to increase transparency, including to support implementation of United Nations business guidelines and evaluation of potential partners; (ii) streamline reporting and auditing procedures to ensure that Member States and donor partners have accurate and reliable information concerning partnership without placing undue or duplicative demands on the Organization; (iii) develop and monitor policies on pro bono, brand management, and in-kind assistance; and (iv) create modalities to provide Member States with transparent information on the number and name of partners with the intention of recognizing partners, ensuring the Organization's mandates are preserved, and preventing unnecessary competition between departments, agencies, funds and programmes;

(b) *Provide common partnership support services*. By delivering identified support services from a central hub, the Facility will enhance the systemic coherence, efficiency and capacity to deliver at the country level across the range of United Nations activities. The Facility will develop services for United Nations entities and external partners. These services will be focused on: (i) strategic matchmaking and incubation services: this includes giving guidance on how and with whom to engage and how to bring the right partners into either multi-stakeholder or more limited partnerships; (ii) support to establishing partnerships and project design and delivery of partnerships: this includes building up the capacity to assess the size and value of potential partnerships and make a value proposition to partners with a focus

on bringing solutions to scale and speed; (iii) scalability, resource mobilization and contractual obligations: capacity will be ensured so that multi-stakeholder partnerships can achieve the scale, secure the resources and streamline contracts effectively and efficiently; (iv) monitoring and evaluation: this includes identifying common system-wide metrics such as benchmarks and targets for measuring impact and progress and building them into project management. This will build on the work carried out in the United Nations Evaluation Group; (v) capacity-building: this includes building an internal competence that will enable United Nations entities to draw on a common pool of expertise, including for resource mobilization and contractual obligations; and (vi) knowledge management and information-sharing platforms: this will ensure that successful models of partnership and areas for improvement are shared with the United Nations system and other actors which are engaged in multi-stakeholder partnerships for the purposes of building upon this information;

(c) *Create a partnership focal point network.* With the intention of enhancing the Organization's coherence and effectiveness, United Nations entities with capacity, interest and designated focal points for engaging with the external partners will be asked to institutionalize their efforts, create common knowledge and engagement platforms, support each others' efforts and exchange information. This work will build upon the experiences of the United Nations Office for Partnerships, the Private Sector Focal Points network led by the Global Compact and the Non-Governmental Liaison Service and the experience gained by the Department of Economic and Social Affairs through the major conferences. In addition to building up focal point competences within the United Nations entities, their value could be greatly enhanced if a United Nations Partnership Network was established that could fill the following functions, each with the objective of enhancing coherence and effectiveness across the United Nations system: (i) identify gaps in the current focal point capacities of the system; (ii) coordinate partnership policies; (iii) disseminate information and share models of effective partnerships; (iv) facilitate enhanced dialogue with intergovernmental processes; (v) develop and engage partner constituencies; and (vi) strengthen "Delivering as one" through partnership at the global and country levels;

(d) *Support and backstop multi-stakeholder initiatives.* At the core of the Facility will be the capacity to support, accelerate and bring to scale the full potential of multi-stakeholder initiatives such as those currently overseen by the Office of the Secretary-General, including Every Woman Every Child and Sustainable Energy for All, in order to affect change at the country level. While such initiatives would maintain their distinct identity and governance, this central capacity would facilitate these initiatives with a focus on assuring coordination, coherence and consistency at the Headquarters and country levels. The Facility will: (i) develop policy capacity on multi-stakeholder initiatives; (ii) continue building the current initiatives and review, monitor, and explore potential new multi-stakeholder partnerships on cross-cutting priority issues; (iii) enhance system-wide coherence in implementing the multi-stakeholder initiatives, including at the Headquarters and country levels in order to ascertain the complementarity between policy and country level activities; and (iv) engage with partners to advance the business case for engaging in multi-stakeholder initiatives.

1.206 In addition to the four functions outlined above, the United Nations Partnerships Facility will convene the United Nations system partners to examine existing strategic frameworks and programmes to minimize overlap and duplication; support the development of a shared United Nations vision for partnership, joint strategies and workplans; assist in the identification of gaps in United Nations partnership capacities and strategies in order to fill them; participate in inter-agency and integrated planning processes as needed; liaise with key departments, agencies, funds and programmes; interact with United Nations system coordination mechanisms in order to further integrate, coordinate and improve the quality of partnerships. The United Nations Partnerships

Facility will also support the Secretary-General and Deputy Secretary-General in their roles to promote the United Nations partnership efforts.

1.207 By coordinating relevant partnership efforts from the entire Organization, strengthened and more accountable partnership work can be delivered. Senior leadership will enhance the impact, support for, and visibility of efforts. The entities/initiatives that will contribute to the new United Nations Partnerships Facility include the following: (a) partnership-related functions of the Office of the Secretary-General will be moved into the new United Nations Partnerships Facility; (b) the United Nations Office for Partnerships will be fully subsumed in the new United Nations Partnerships Facility, yet the United Nations Fund for International Partnerships governance arrangements will remain in force; (c) the Global Compact would contribute to the Facility with a defined set of agreed services, including sharing strategies and techniques on accountability and vetting; contributing to multi-stakeholder initiatives through the use of the Global Compact platforms, networks and staff; strengthening the United Nations matchmaking services; and encouraging and helping to organize business representation at major United Nations events; (d) the inter-agency coordination mechanisms on business and private sector, non-governmental organizations, monitoring and evaluation would all contribute; (e) the business, civil society and other and partnership focal points of the departments, agencies, funds and programmes will be fashioned into a more robust partnership network.

1.208 The division of tasks between the Facility and the entities of the Organization will be based on principles to respect mandates and governance structures, add value, avoid duplication of efforts and build on and engage existing capacities wherever possible. The vast majority of partnerships will continue to be conducted within the departments, agencies, funds and programmes.

1.209 The distribution of resources of the United Nations Partnerships Facility is reflected in table 1.40 below.

Table 1.40 **Resource requirements: United Nations Partnerships Facility**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post		1 369.8		5
Non-post		155.5		
Subtotal	–	**1 525.3**	–	**5**
B. Extrabudgetary		12 855.9		18
Total	–	**14 381.2**	–	**23**

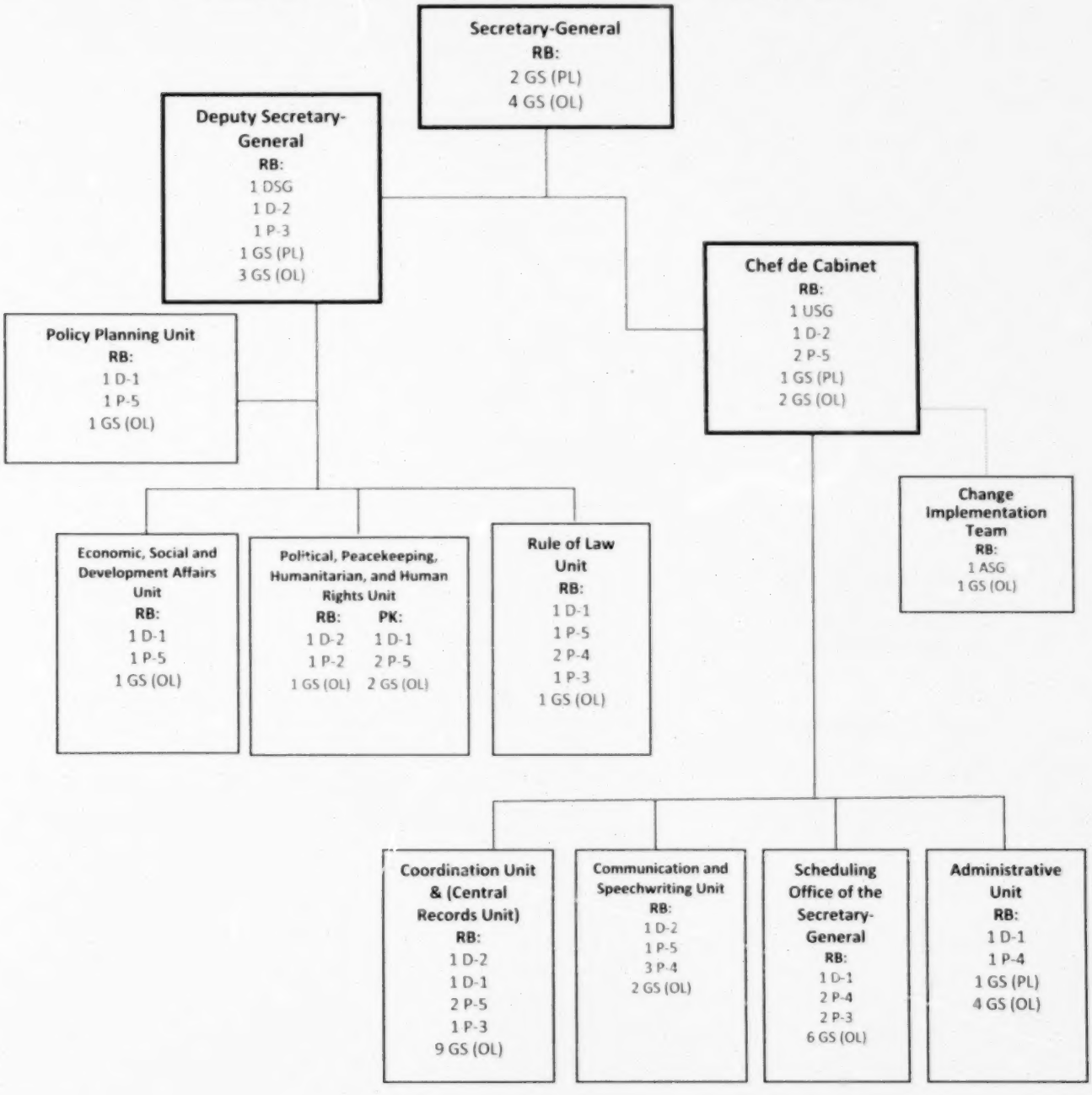
1.210 The proposed resources amounting to $1,525,300 comprise $1,369,800 to provide for a total of five posts including: three new posts (1 Under-Secretary-General, 1 D-2 and 1 P-5) and two posts redeployed from the Executive Office of the Secretary-General (1 P-4, and 1 General Service (Other level)), and $155,500 in non-post resources to provide for travel of staff, general operating expenses, hospitality, supplies and materials and furniture and equipment. The proposed net resources for the biennium 2014-2015, after considering the reduction of $1,229,600 under the Executive Office of the Secretary-General to partially fund the new United Nations Partnerships Facility, reflecting the transfer of functions currently being carried out by that Office, amount to $295,700.

1.211 The resources proposed under the programme budget for the United Nations Partnerships Facility for the biennium 2014-2015, do not encompass the full requirements for the activities to be carried out by the Facility, as outlined in paragraphs 1.205 and 1.206 above. It is therefore intended that the activities of the United Nations Partnerships Facility, including, inter alia, ensuring accountability, integrity and transparency; the provision of common partnership support services; the creation of a partnership focal point network; and the backstopping to multi-stakeholder initiatives, including in support of the Secretary-General's efforts on climate change, food and nutrition security, women's and children's health and energy, would also be funded through extrabudgetary resources currently estimated at $12,855,900.

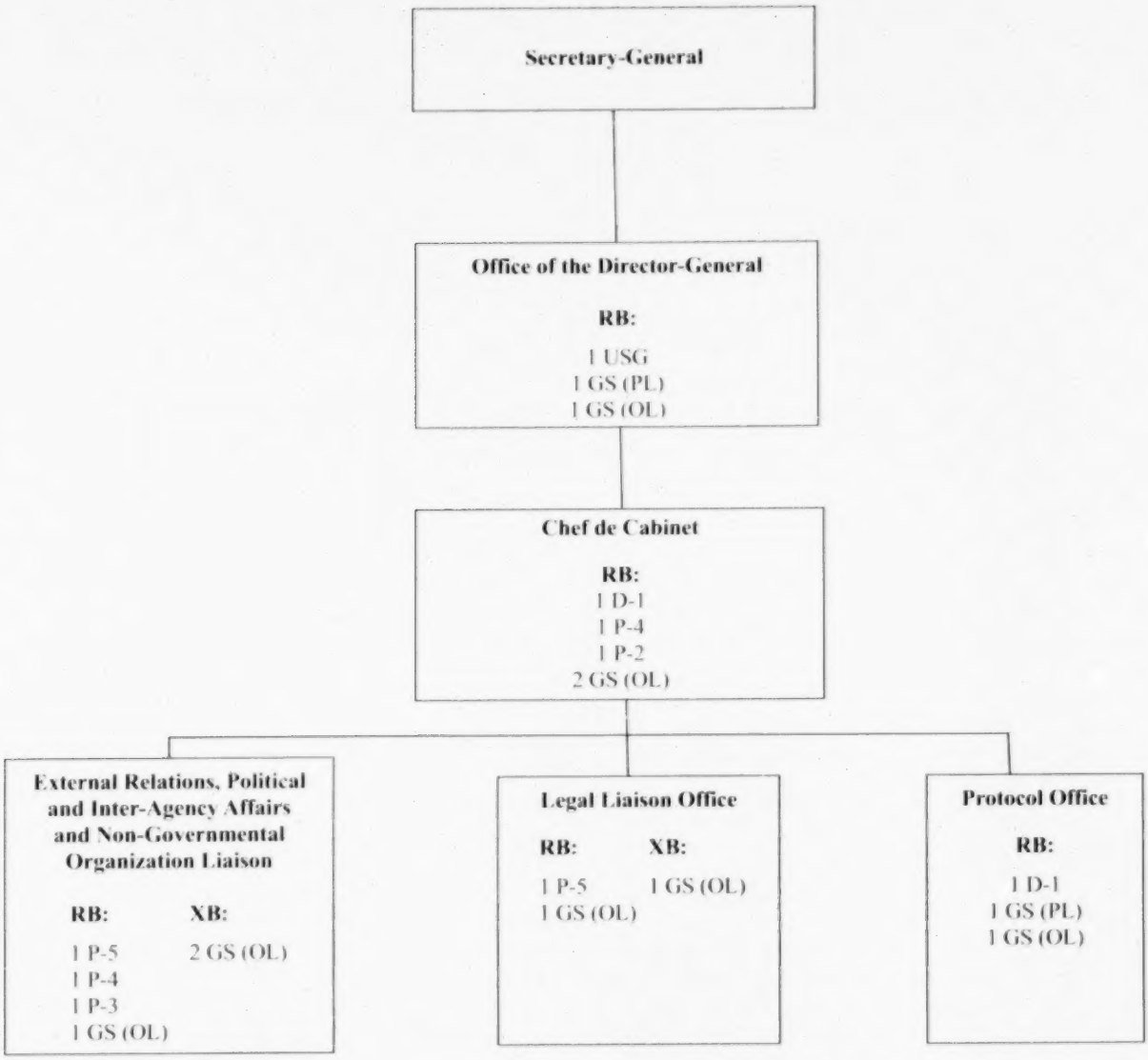
Annex

Organizational structure and post distribution for the biennium 2014-2015

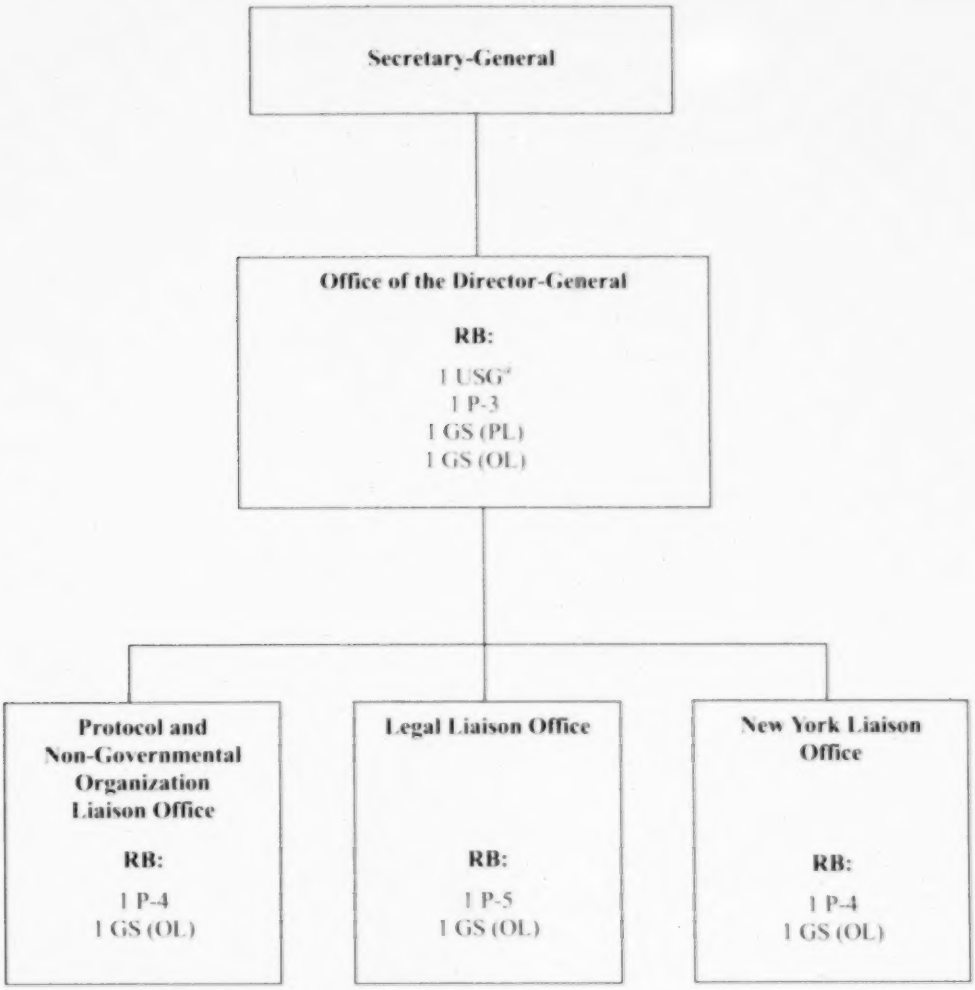
A. Secretary-General and Executive Office of the Secretary-General



B. Office of the Director-General, United Nations Office at Geneva

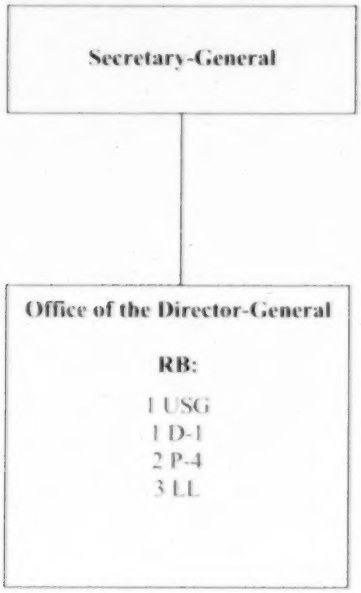


C. Office of the Director-General, United Nations Office at Vienna

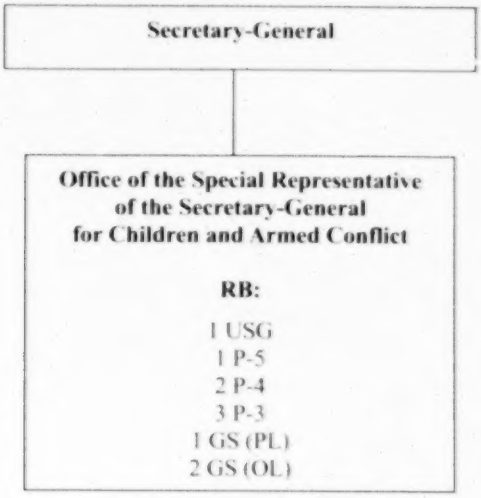


[a] Reflected under the staffing complement of UNODC (Section 16).

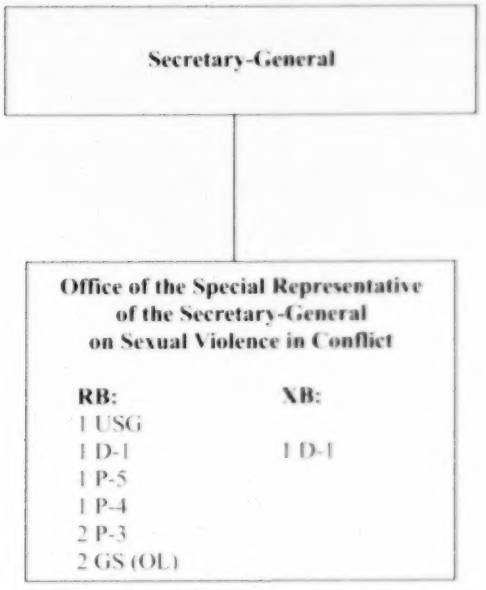
D. Office of the Director-General, United Nations Office at Nairobi



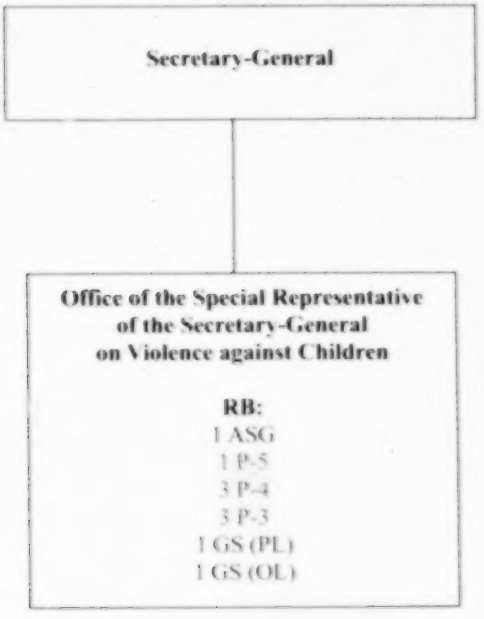
E. Office of the Special Representative of the Secretary-General for Children and Armed Conflict



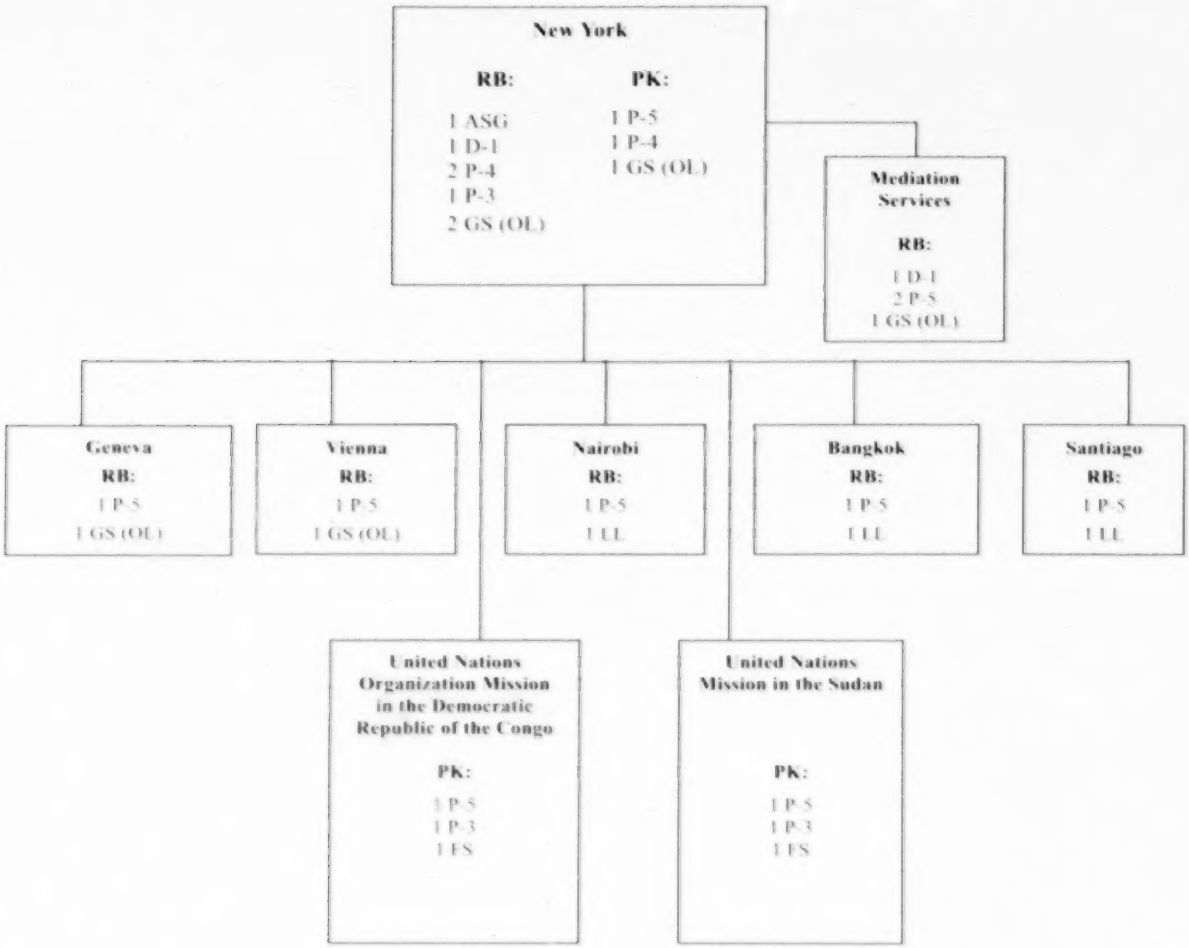
F. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



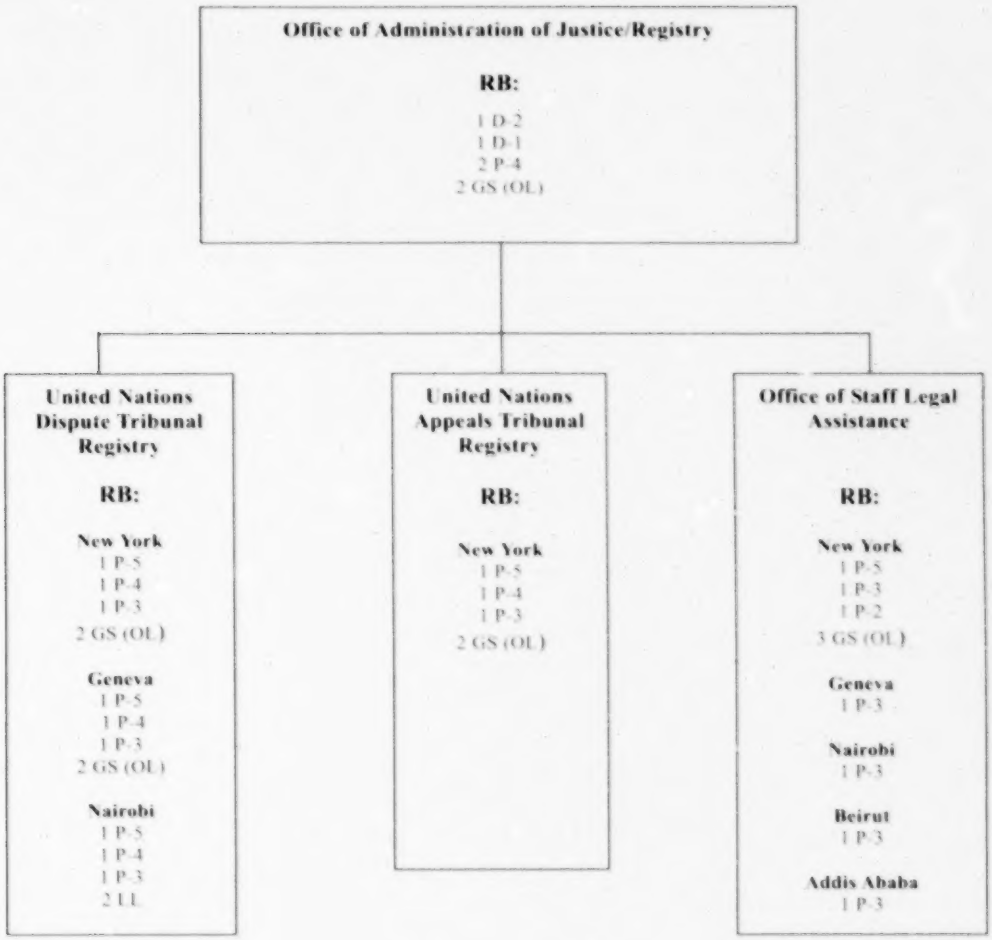
G. Office of the Special Representative of the Secretary-General on Violence against Children



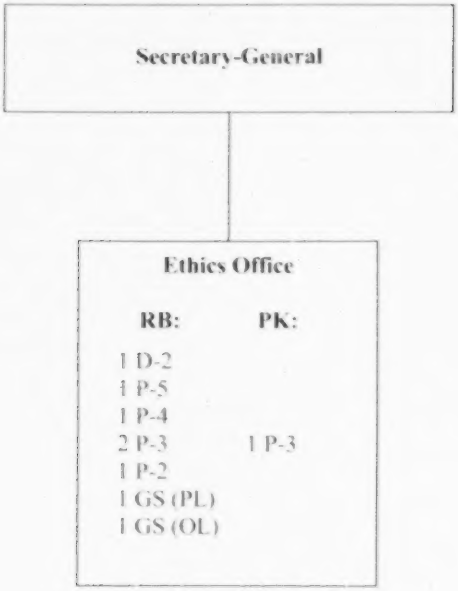
H. Office of the United Nations Ombudsman and Mediation Services



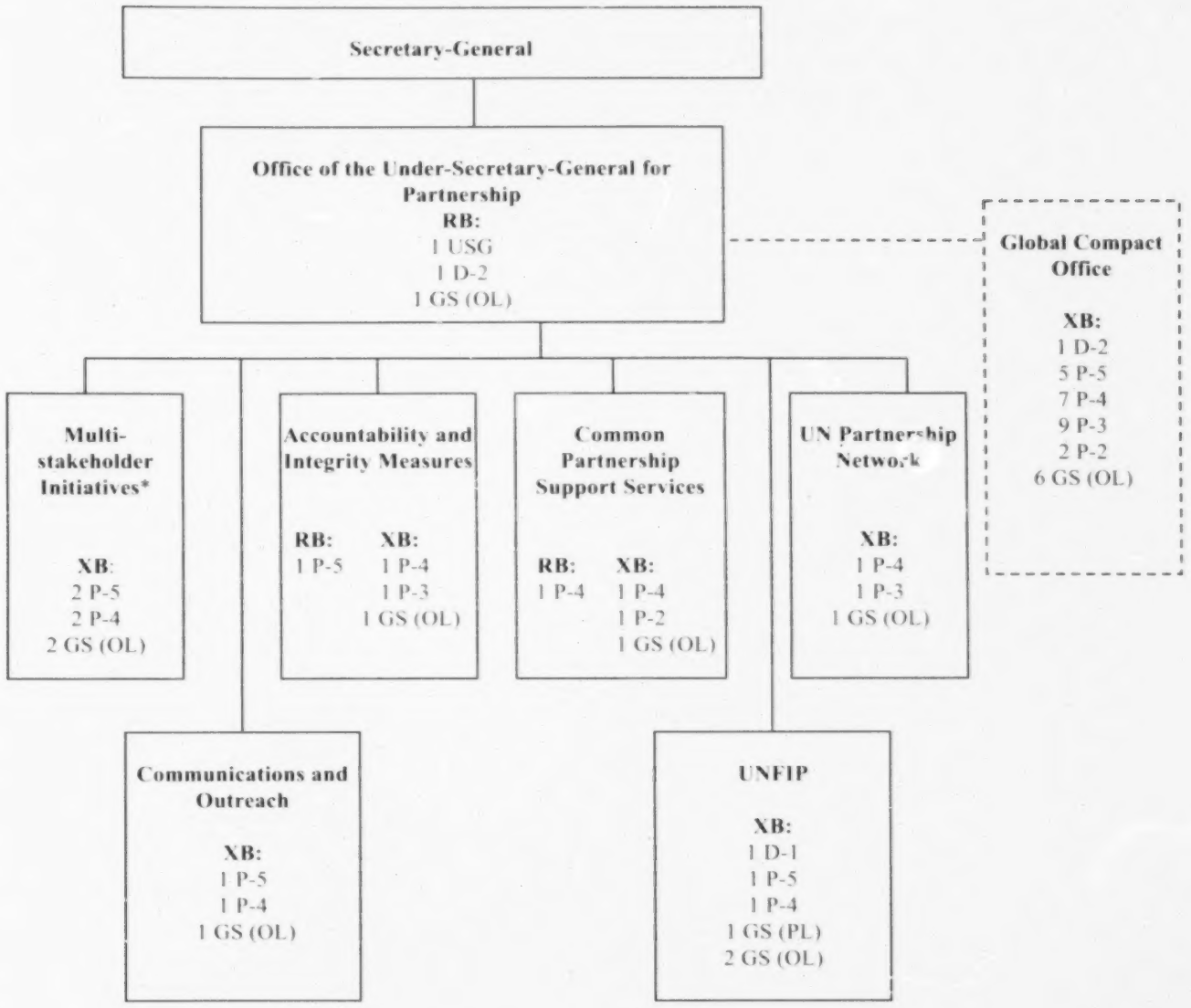
I. Office of Administration of Justice



J. Ethics Office



K. United Nations Partnerships Facility



* Currently GTA positions.